

NATION'S BUSINESS



September
1937

New Day—page 7

The Mother Hive by Rudyard Kipling • The Blind Spot in Labor Relations

by J. David Houser • Exit the Share-Cropper by Robert Talley

"Let's go TO THE MOVIES..."



More people go to the movies during the winter months than at any other time . . . and modern outdoor advertising greets them with *your* business message wherever and whenever they go. Arresting their attention . . . creating a desire to buy . . . opening their pocketbooks for the benefit of *your* product! There is no "closed season" today on human travel —human wants—or human response to advertising appeal. That is why we say, "Now is the time to plan the use of outdoor advertising for January as you planned for May!" Write for our interesting booklet, "You Will Love Me in December," describing the modern trend in outdoor advertising.

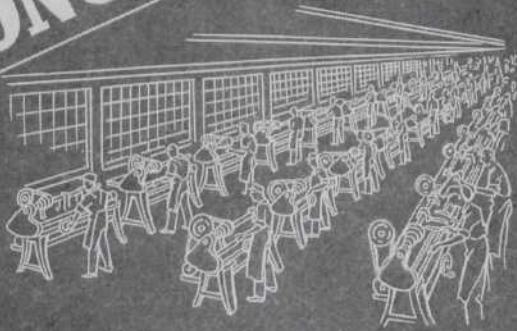
OUTDOOR ADVERTISING INCORPORATED

60 EAST 42nd STREET—NEW YORK

ATLANTA • BALTIMORE • BOSTON • CHICAGO • CLEVELAND • DETROIT • HOUSTON
PHILADELPHIA • ST. LOUIS • LOS ANGELES • SAN FRANCISCO



PRODUCTION ECONOMY FOR YOUR PRODUCT



ELECTRICAL CONTROL *of Machines and Processes*

Our Control Devices Can Increase Precision, Improve Quality and Cut Costs in Your Product and in Your Factory Operations

Automatic Electric's engineers offer a specialized service in the adaptation of electrical devices to industrial processes. Forty years ago, they developed and perfected the automatic telephone—one of the most conspicuous successes in the history of applied electricity, and the application of "Electrical Remote Control" to a basic industry, that of communications.

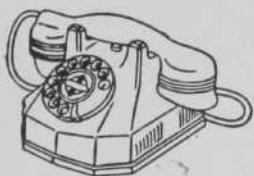
Today, the same basic principles that made the automatic telephone a marvel of speed and precision are being successfully used to reduce costs and improve quality in industrial production. If you want to produce more at lower cost by making the fullest use of technological advances in methods and equipment, you will do well to consider the adaptation of these devices and principles to your own plant operations.

In this new era of low cost production, automatic electric devices and methods are playing a part of increasing importance in controlling and supplementing machines and processes. They represent today's high road to industrial profit.

Automatic Electric's engineers will be glad to make a survey of your problems and submit definite recommendations.

Address: American Automatic Electric Sales Company, 1033 West Van Buren Street, Chicago, Distributor for Products of:

Automatic Electric Company
CHICAGO, U. S. A.



*Originators of
The Automatic Telephone*

FOR MORE AND BETTER PRODUCTION, USE ELECTRICAL CONTROL

Wherever stacks are smoking,

*industry can draw
upon this brand.*

Production up? Your plant can get all the extra lubricant it needs. A telephone call brings the Texaco delivery truck.

Production off? Your plant can call in Texaco's trained lubrication engineers for help in expert application of oils and greases.

2070 Texaco bulk plants, located near practically every industrial center, carry in stock all types of industrial lubricants. Depend on them when you need prompt *delivery or competent engineering service*. Call

THE TEXAS COMPANY in 48 States





Now MILLIONS of People Are Wealthy

THREE were only seven automobiles in John Brown's home town 30 years ago, when John was born. A few rich men owned them, and the cars—such as they were—cost well over \$2000.

Today, for much less than \$1000, John has a car that is far better than anyone owned even a decade ago. In fact, for what a leading car cost in 1907, John can now have, besides a better car, other things—automatic house heating, a radio, golf clubs. Mrs. Brown can have an electric refrigerator, a fur coat, and a lot of new dresses.

Today in America three out of four families have cars better than the best a few years ago. Their homes are more cheerful with improved electric light, which also costs less. Their house furnishings are more attractive and comfortable, yet less expensive.

They have many servants at little cost, for electricity does the tedious tasks about the house.

This *real* wealth has come to millions of people because industry has learned to build products that are worth more but cost less. Engineers and scientists have found ways to give the public more for its money—more goods for more people at less cost.

In this progress G-E research and engineering have ever been in the forefront. And still, in the Research Laboratory, in Schenectady, General Electric scientists continue the search for new knowledge—from which come savings, new industries, increased employment, benefits which bring to millions of John Browns real wealth unknown a generation ago.

*G-E research has saved the public from ten to one hundred dollars
for every dollar it has earned for General Electric*

GENERAL  **ELECTRIC**

LISTEN TO THE HOUR OF CHARM, MONDAY EVENINGS, N B C RED NETWORK



International light-delivery units
in $\frac{1}{2}$ -ton to 1-ton capacities, in
three wheelbase lengths.



International 1½-ton Model
D-30 with special panel-stake
body. Several other models
for the medium-duty field.



International Cab-Over-Engine
Model D-300—a new high standard
for close work in crowded traffic.

International Truck Sales Tripled on New Line

There are many International Six-Wheel models, Dual-Drive and Trailing-Axle. Gross vehicle weights 18,000 to 62,000 pounds.



Above: An International 3 to 4-ton Truck-Tractor. International Harvester sells twice as many heavy-duty trucks as any other manufacturer.



- Exceptional styling in the new International Trucks speaks for itself and INTERNATIONAL HARVESTER speaks for what is underneath—new engineering, advanced efficiency throughout.

There is the key to what has taken place in the busy months since introduction of this new complete line. Public response has been immediate and convincing. Truck users have registered their approval in a flood of orders *three times as great* as ever before in the long history of International Truck manufacture.

All models in the line are now in full production in our three truck plants. The illustrations above show five representative units. There are 21 more, fitting the widest range of hauling needs. Wheelbases in 79 lengths; bodies for all loads. Sizes, light Half-Ton to powerful Six-Wheelers. If you haven't yet had an opportunity to inspect the new Internationals in detail, see the trucks on display at the nearest branch or dealer showroom.

INTERNATIONAL HARVESTER COMPANY
Harvester Building (INCORPORATED) Chicago, Illinois

**ALL-STEEL CAB
in Every New
INTERNATIONAL TRUCK**

The All-Steel Cab is one of the many advanced features in the new International line. Illustration above shows the interior of the roomy, well-appointed de luxe cab. Driver comfort, clear vision, and safety are assured in every International, Half-Ton up.

INTERNATIONAL TRUCKS

QUESTIONS our readers are asking:

- 1 • WHAT can organization do in a society that is still essentially individualistic? ANSWER ON PAGE 15
- 2 • EVERYBODY sympathizes with the "share-cropper" but is anybody doing anything to help him? . . . ON PAGE 18
- 3 • OF course our school system is all right; didn't we just vote the bonds for a fine new building? ON PAGE 23
- 4 • WHAT common mistake of management contributes to today's labor trouble? ON PAGE 26
- 5 • FROM what source is the next attack on business most likely to come? ON PAGE 27
- 6 • WHAT is the greatest danger that a small merchant has to face? ON PAGE 29
- 7 • WHY should a chinchilla coat cost \$80,000? ON PAGE 34
- 8 • DOES Business have a social responsibility beyond producing honest goods at fair prices? ON PAGE 38
- 9 • WHAT dominant trend in American retailing is today being reversed? ON PAGE 60
- 10 • I SEE the International Chamber of Commerce has just held another meeting; what good will come out of that? ON PAGE 66
- 11 • WHO is this Bob Jackson who advised Mrs. Roosevelt about her income taxes? ON PAGE 75
- 12 • IF the demand for rayon really exceeds production by a large per cent, why doesn't the price go up? . ON PAGE 102

What is Coming in October . . .
Turn to Page 76

Contents for September . . .

	PAGE
Organization: Compulsory or Voluntary?	15
By GEORGE H. DAVIS	
Exit the Share-Cropper	17
By ROBERT TALLEY	
The Mother Hive	20
By RUDYARD KIPLING	
A Parent Looks at the Schools	23
By MAITLAND CAMPBELL	
The Blind Spot in Labor Relations	26
By J. DAVID HOUSER	
"Cooperation" at the Crossroads	29
By ELLEN NEWMAN	
Washington, a Capital that Went Boom	33
By GEORGE E. ALLEN	
The Rodent that's Worth More than Gold	34
By JOHN ANGUS HAIG	
The Bewilderment of Business	38
By GEORGE E. SOKOLSKY	
The Versatile Man-Made Fabrics	53
By LESTER VELIE	
Men Return to the Market Place	60
By HAL A. SALZMAN	
To Lead the World Back to Peace	66
By CHAUNCEY D. SNOW	
Converting the Breaking of Eggs to a Science	70
By LEO D. OVSON	
A Man with a Flexible Future	75
By HERBERT COREY	
Building a World's Fair	88
Cost of Dishonored Appointments	94
By TERRY N. WAITE	
 The Regular Features . . .	
<i>Through the Editor's Specs</i>	7
<i>Business Emerging from the Dog-house</i> By MERLE THORPE	13
<i>No Business Can Escape Change</i>	42
<i>Washington and Your Business</i>	46
<i>Leaders in the March of Business</i>	79
<i>The Map of the Nation's Business</i>	80
<i>Business Men Say</i>	82
<i>Memo for Busy Readers</i>	84

NATION'S BUSINESS • CHAMBER OF COMMERCE OF THE UNITED STATES

VOLUME 25

Merle Thorpe, Editor & Publisher

NUMBER 9

Managing Editor, RAYMOND C. WILLOUGHBY; Business Manager, LAWRENCE F. HURLEY; Director of Advertising, E. V. THOMPSON.

GENERAL OFFICE—Washington, U. S. Chamber Building. BRANCH OFFICES—New York, Graybar Bldg. San Francisco, 433 California Street. Dallas, 1101

Commerce St. Chicago, First National Bank Building. Atlanta, Chamber of Commerce Building. As the official magazine of the Chamber of Commerce of the United States this publication carries authoritative notices and articles in regard to the activities of the Chamber; in all other respects the Chamber cannot be responsible for the contents thereof or for the opinions of writers.

BUSINESS DEPENDS ON MONROE FOR FIGURES



NEWS . . Scene in City Room of Detroit Times. Phones to bring the news in, typewriters to write it down, and Monroes for the figure work of a busy newspaper. The Detroit Times adds Monroe Adding-Listing Machines to its equipment.



CHAMPION . .
"Fastest Producer of Business Figures" is this newest Monroe Adding-Calculator, Model MA-7. All the advantages of Monroe simplicity and flexibility plus new automatic features.



WORLD'S FAIR

. . The New York World's Fair of 1939 is off to a good start, figuring statistics with a new Monroe Adding-Calculator.

BEAUTY . . Soaps and shampoos for the millions require speedy figuring work. Procter and Gamble, famous for Ivory and Drene, have been Monroe users for years.

SLEEP . . It takes accurate figures as well as fine cotton and looms to make the famous Wamsutta sheets. Wamsutta Mills has just bought more Monroe Adding-Calculators.



Your business and all business talks in figures—it talks most clearly when you are getting the greatest number of accurate answers quickly, economically, and with the least strain on your figure workers.

Hundreds of thousands of Monroes are doing the nation's figure work—and back of each Monroe is a nation-wide service to adapt the right machine to each job and to assure Monroe users of uninterrupted figure production.

A MONROE FOR
EVERY FIGURE JOB

ADDING-CALCULATORS
LISTING MACHINES
BOOKKEEPING MACHINES
CHECK WRITERS
CHECK SIGNERS

MONROE

CALCULATING MACHINE COMPANY, INC.

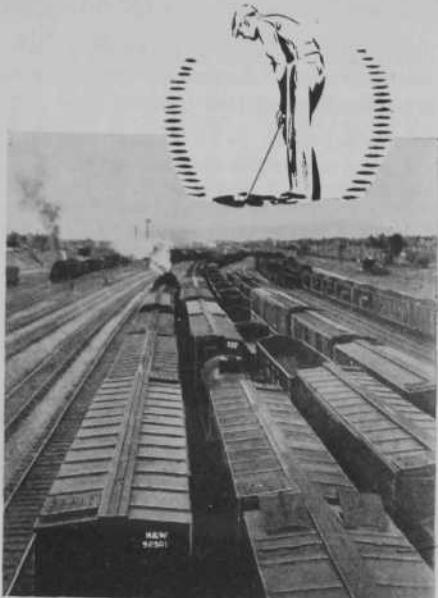
GENERAL OFFICES • ORANGE, N.J.

Please send me the free booklet
"Give a Thought to Keyboards"

Name.....

Address.....

PRECISION



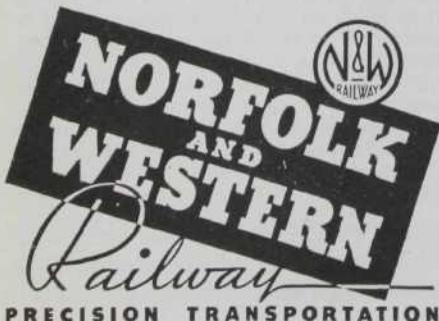
**IN ANY FIELD DETERMINES
A *Champion***

• Luck and the Law of Averages have never made a champion. Precision has—precision which comes only through years of constant effort.

Likewise, chance plays no part in the operation of a railroad. Rail transportation is a scientific, exact business in which laboratory research, expert engineering, trained builders, and skilled workers and loyal employees have a part. For almost a century the Norfolk and Western has been building precision into transportation service.

Today merchandise freight speeds safely to its destination over a roadbed which is maintained in ideal condition, in cars which are expertly designed and carefully handled, in trains which are assembled promptly and dispatched on fast schedules.

Four merchandise freight trains—The Nomad, The Caravan, The Skipper and The Pilot—connect the Midwest with the Virginias and the Carolinas, the North with the South. These fast trains offer a service unexcelled in speed, dependability, and safety.



The "New Day"

"THE remarkable rightness of Rudyard Kipling." This heading was the theme of a magazine article 25 years ago, in which the author recounted the amazing number of times Kipling had peered into the future, and correctly depicted the course of events. Some time ago in the NATION'S BUSINESS we had occasion to comment upon a little-known short story of Kipling's, entitled "The Mother Hive," saying it was a great indictment of socialism. A Chicago reader wrote us some time later:

Your comment upon Kipling's story led me to dig it up and reread it after many years. I was amazed: It was written nearly 30 years ago, yet Kipling described in detail what's going on today. For example: The studied plan to stir up dissatisfaction among workers; dividing up the wealth; shorter work week; a planned economy; "investigations" of the producers by the planners; a brain-trust; demonetization of gold; inflation; appeal to youth and discredit of the older generation. There are other points of similarity. Kipling might have written it today, which shows he was a great prophet. I liked particularly his description of the "reformers" who sang about the "fuller life" and "work among the merry, merry blossoms" but who had never been away from the hive to gather honey and did not even know the order of the seasons. The smash-up of Kipling's "New Day" is terrifying; I only hope he's not so prophetic in this particular.

We thought our readers might enjoy the complete text, so we wrote Mr. Kipling for permission to reprint. We knew he never sold second serial rights in his stories but urged him to make an exception in view of the state of affairs throughout the world and particularly in the United States. He graciously made the exception and granted us the permission. The story appears in this number, also the cover photograph by H. Armstrong Roberts—all because a subscriber wrote us a letter.

Announcing a novel service

SPEAKING of letters to the editor, we probably get more than our share. But we like it that way; it helps us on our job. Many are so good in their pertinent and spicy comment upon current affairs that we itch to pass

Through the EDITOR'S SPECS

them on to our other readers. But 20 years ago we adopted a policy of regarding such correspondence as confidential and we have never printed a communication without permission. And the job of writing for permission—well, you know—it's a chore. And anyway, 99.4 times out of 100, the subscriber—engaged in selling his wares to all and sundry—doesn't want to exhibit himself in the field of public controversy.

So we propose to become Letter-Writer Plenipotentiary and Extraordinary for our readers who are too busy producing goods to write the letters they would like to write. In other words, NATION'S BUSINESS is to be a safety valve through which your indignation, boiling or otherwise, can escape. Let us do your protesting! Send us the things you read or hear that make you mad or sad. We invite especially reports of Pontifical Utterances upon Practical Business Matters by August Authorities who never met the w.k. Pay Roll. Dumb as well as Phoney aspersions upon business men requested.

We pledge ourselves to a faithful and confidential execution of all commissions. Here are some samples of our work—and your further patronage is solicited.

My dear CONGRESSMAN PATMAN:

I was greatly impressed by your speech in which you stated that the wealth of the country is \$320,000,000,000 and that each individual is entitled to his share of \$2,500. I hope you will do something about the division right away, as I need \$2,500. However, I have a job that pays me \$2,500 a year, and I should like to inquire if your plan of division contemplates continuing salaries and wages as they are today after each individual has received his part of the division, or would everybody just have \$2,500? Some of my friends insist that with my annual income equalling my share of the public wealth, I am already receiving a fair dividend on my investment, that is, 100 per cent.

Does the proposed division contemplate a cash or property division? If in the division I should be awarded a corner of the postoffice, what would I do with it? Also please explain how often you think the national wealth should be divided to prevent it from falling into the hands of 12 men, who, you say, now control it. If it is not asking too much, I should appreciate your letting me know the names of the 12 men who own most

How Johns-Manville ASSISTS DAILY WORK OF 485 SALESMEN



*"Kardex Visible Records
help us increase sales"
says Johns-Manville*

"Kardex helps us to do a better sales job with customers who have a potential requirement for our materials," says a J. M. executive. "A study of the Kardex Sales Record shows where we are weak in sales. We can spot new business opportunities without wading through lengthy sales reports."



3 WAYS TO INCREASE SALES WITH THIS FAMOUS "TELL-TALE EDGE"

Here are a few of the things Kardex does to help increase sales, to keep sales costs down where they belong: Warns if salesmen forget important dealer calls . . . if a dealer is buying only a part of your line . . . if sales in any part of the territory are lagging. Kardex gives you every other essential fact needed for intelligent sales supervision. Kardex is simple to operate and understand. Sales facts are posted quickly in a compact

file where visible signals give you highlights at a glance. The complete detailed history of every account is available instantly, merely by lifting a card.

Kardex is helping hundreds of businesses increase sales and lower expense. Why not find out what it can do for yours? Telephone Remington Rand today for a new free book called, "3 Way to Increase Sales." Or mail coupon below.

OK..it's from
Remington Rand

REMINGTON RAND INC., Dept. G-49
465 Washington Street, Buffalo, N.Y.
Without obligation, please send me free book
"Three Ways to Increase Sales."

Name _____
Address _____
City _____ State _____

of the wealth. I should like to get in touch with them.

Thanking you in advance, I am, yours sincerely . . .

JOHN L. LEWIS' reference to Kiwanians and Communists prompts a friendly inquiry like this:

Dear Mr. LEWIS:

I was interested to read a report of an interview in which you were asked this question: "Is it true that there are many Communists in your ranks?" And in reply you said: "I don't know. There may be some, as there are some Republicans, Presbyterians, Buddhists and Kiwanians." Aside from politics and religion, I assume you regard a Communist and a Kiwanian as being about on a par so far as citizenship is concerned. I am neither a Communist nor a Kiwanian, but I should appreciate your explanation of wherein their principles are similar. Yours fraternally,

JACOB BAKER, who has been named by John Lewis to organize 2,000,000 government employees into the C.I.O., excluding elective officials, suggests this pertinent inquiry:

My dear Mr. BAKER:

I read with interest of the plans of the C.I.O. to organize the field of public service and take in all employees who are regularly on the pay rolls of states, counties and cities. I note that all persons except elective officials are eligible for membership. Why are they barred? I have an uncle whose term will expire next fall and there is some doubt that he can be re-elected. Why should not the rules be changed so that those who have been elected could join and get the benefits the same as one who has an appointive job? I cannot speak for all, but I can say that my uncle would be only too glad to join the C.I.O. if it would help him to hold his job. Yours, etc.

ANY PROPOSAL to increase the efficiency of newspaper reporters and prepare them for positions of greater responsibility, meets widespread appeal. The plans and purposes of Heywood Broun, president of the Newspaper Guild, suggests this letter:

My dear Mr. BROUN:

I am a former newspaper man, but I have not lost my interest in newspaper work. I am interested in anything calculated to advance the cause of the reporters. When it was announced that a meeting of the Newspaper Guild would discuss the question of taking a position on the Spanish loyalist cause, the Farmer-Labor party, the Supreme Court enlargement plan, and a three billion dollar W.P.A. program, I wondered if this was the best way to train reporters. I was taught that reporting should be accurate, that news should be written without bias or prejudice, and the reader should get all sides of a question and be permitted to reach his own conclusions. Would you be so kind as to explain how the Guild proposes to develop its members and train them for more responsible positions by concentrating on advocacy of the Spanish loyalist cause, the Farmer-Labor party, the Court plan and a three billion dollar W.P.A. program?

INDICTMENTS returned by a Federal grand jury at Cleveland, Ohio, against persons charged with inter-

fering with the mails inspires this indignant protest:

My dear POSTMASTER FARLEY:

I was downright mad to read that a federal grand jury in Cleveland, Ohio, had indicted nine persons for retarding the mails during the Ohio steel strike. It seems to me that the persons who were attempting to deliver the mails were the ones who should have been indicted. You yourself had instructed postmasters not to accept any unusual mail or attempt to make deliveries at places where carriers might be molested. Yet the grand jury indicts the nine who were cooperating with the Post Office Department in an effort to prevent those in charge of the mails from violating its orders. Isn't this action of the Federal grand jury an additional reason for court reform?

ANNOUNCEMENT of Willis R. Morgan, National Vice President of the Workers Alliance of America, of a march of W.P.A. workers to Washington, prompts the following letter:

My dear MR. MORGAN:

I have read of your preparations for a march of W.P.A. to Washington to protest the discharge of a group of workers. Please advise at what hotel your party will stop while in the city. I should like to discuss with some members of the group the question of how relief workers can afford to take time off for a visit to the capital. Does the W.P.A. pay them for the time they are absent and does it pay their traveling and incidental expenses? I am very much interested in this subject, as I am privately employed and would lose my job if I should go off and leave it, and, besides, I am not making enough, on account of taxes being so high, to take an extended trip. The advantages of your organization over private employment appear so superior that I am thinking of giving up my job and taking one with the W.P.A. This is what I want to talk to you about.

MR. JAMES B. HUNT, member of the Brownlow Committee, describes "the American system," and says that laws in the form of bureaucratic regulations are a part of it. We write him:

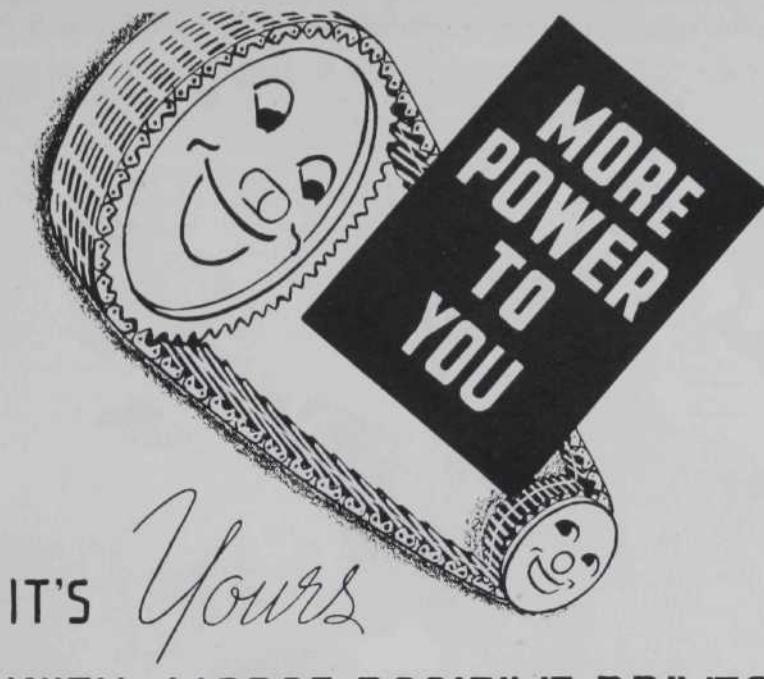
My dear MR. HUNT:

There are now 115 federal agencies having authority under 964 laws and 71 executive orders to issue rules and regulations affecting the public. You are quoted as asking for more power for the *executive* law makers, and as saying further: "This trend is not even to be looked upon as a necessary evil. It is to be regarded as a highly desirable development of the American system." Not being familiar with "the American system," to which you refer, and doubting if there is any such thing, I inquire: How do you get that way? Has the constitutional provision, which vests the law-making power exclusively in Congress been amended or just lost through indifference?

LOSS of a crop and a year's work in Alaska, resulting from regimentation of farmers, should provoke this natural inquiry of Secretary Wallace:

My dear SECRETARY WALLACE:

I was distressed to learn that the Ma-



WITH MORSE POSITIVE DRIVES

Things are seldom what they seem. Some power transmission drives look a lot better than they are. Not so with Morse Positive Drives. Every move they make does some useful work. There is no slippage . . . no lost motion. Teeth, not tension, turn the wheels.

Demand for Morse Chains is greater today than ever before, because they offer a proven means of increasing production efficiency and saving maintenance dollars. First cost is also low . . . lower than you think. And they are the easiest drives to install.

Write or call for further interesting data.

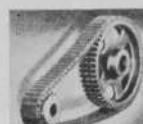
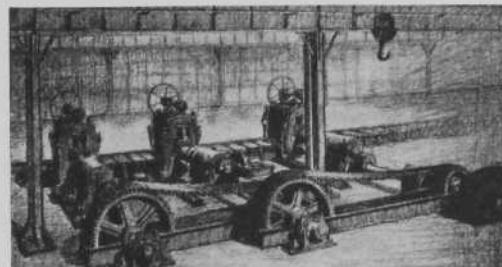
MORSE CHAIN CO.

ITHACA, N.Y.

Offices in principal cities

Division of Borg-Warner Corporation

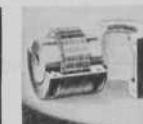
Send for your FREE copy of the Morse Silent Chain Engineering Data Book.



Silent Chains. 98.6% efficient. Operate on short centers. Hold lubrication.



Roller Chains. Take in and hold 70% more lubrication. Oil stays in, wear stays out.



Standard Couplings. Two steel sprockets wrapped in a Silent Chain.



Morflex Couplings. Use rubber as the flexing medium. Require no lubrication.



See Our Exhibit at the Chicago Power Show Spaces 110-112

SILENT CHAINS ROLLER CHAINS FLEXIBLE COUPLINGS KELPO CLUTCHES
Modernize WITH MORSE POSITIVE DRIVES
 MORSE CHAIN COMPANY, ITHACA, N.Y. DIVISION, BORG-WARNER CORP.

AN ADVERTISEMENT OF THE WESTINGHOUSE ELECTRIC & MANUFACTURING COMPANY • EAST PITTSBURGH, PENNSYLVANIA



'There's a big show on tonight . . . and every night!'

SOMETHING will happen to-night that could not have been dreamed of a generation ago. On the magic wings of electricity, America's foremost entertainers will enter America's homes.

Youngsters in lonely farm houses will dance to the swing music of a famous orchestra. A laugh will ripple from Maine to California. Millions will thrill as a

glorious voice soars through an aria. The well-paid talents of thousands of musicians, fun makers, actors, writers and technicians will be free for all to enjoy — without a ticket seller in sight!

The Westinghouse engineers who pioneered in radio broadcasting seventeen years ago could not possibly have foreseen all these results of their work. But it is

through such progressive research as theirs that America climbs, step by step, to a ever happier way of living.

Radio is one more example of electricity's power to create pleasanter homes and to increase national wealth for all to share. With the help of electricity, new industries develop, old industries advance, and products of every sort become better and cheaper.



Westinghouse

The name that means everything in electricity

tanuska colonists at Palmer, Alaska, have been caused the loss of a year's work, as well as a food shortage, as a result of being furnished winter wheat instead of spring wheat for planting. The mistake in selecting winter wheat instead of spring seed was made by the Rehabilitation Corporation. Is this a common mistake? Do farmers operating without government supervision make mistakes of this kind?

SENATOR THOMAS proposes legislation to prevent interference with peaceful picketing, but a reader asks us to ask him:

My dear SENATOR THOMAS:

I am pleased to observe that you propose to prevent violence in industry by legislation which would forbid transportation of strike breakers "for the purpose of interfering with peaceful picketing." This is certainly a step in the right direction. Would you be good enough to advise if the proposed legislation also contains a provision forbidding transportation of pickets to interfere with peaceful workers?

Too much protection

HOW often do the fine schemes of economic "fixers" back-fire and injure the very people they are supposed to protect. Just now we are thinking of laws such as the Feld-Crawford Act in New York state permitting manufacturers to establish the price at which retailers must sell certain branded products. The principal object of the framers of the law—an object probably quite sincere—was to protect the independent retailer from being undersold by the chains. But the large chains simply turned to marketing more of their own brands, on which of course they could set any price they liked. The small independent cannot produce his own brand, therefore the law forces him to sell branded products, at prices fixed by the manufacturer, in competition with private brands priced lower. All because of the law that was to "protect" him. Too often the protection he needs is from the lawmakers.

Gastronomic nostalgia

THE deepest well of conservatism in man's nature is his love of the foods he ate and enjoyed in his boyhood. In later life he may follow after strange gods, embrace alien isms, waver in all his affections, but the chance is strong that wherever fortune may lead him he remains loyal to his native dishes, particularly if he hails from South of Mason and Dixon's line.

Down on Vesey Street alongside old Trinity Church in Lower Manhattan, New York, is a successful little business built on this same gastronomic nostalgia. It is a small food shop with the bewitching name of Witcherie Farms. Harry Clark and his sister, Miss Clark, the owners,

are from Louisiana and they sell those Dixie delicacies which are not to be had in New York's grocery stores. Among them are black-eyed peas, hominy grits, buckwheat flour, sweet-corn meal and home-smoked hams and bacon. Incredible as it may seem to a Southerner, these toothsome viands are practically unknown to the native of Peter Minuet's island.

The Clarks also carry a few exotic foods from other sections, such as "first drip" maple syrup from New England and wild raspberry blossom honey from Nova Scotia and Newfoundland. But most of their customers are Southerners who long for the dishes that mother used to set before them. Mr. Clark says they have a mailing list of 3,000 such Dixie expatriates, although he has a feeling there are at least 100,000 of them in New York.

A boost for the hometown

WHATEVER the taxpayers in other cities may think of the mounting cost of the Federal Government, its depression expansions and expenditures have been manna to Washington City. The city's Cripple Creek growth has paralleled the enlargement of the powers and functions of administrative authority. Estimates are current that it and its environs in Maryland and Virginia will reach a million population by 1940 and be among the first five soon after. Despite the evidence of the *Congressional Record*, Commissioner Allen's contribution, "Washington, a Capital that Went Boom," in this number shows that Washington is much more than a political state of mind.

Passé is the once adequate commentary, "All quiet on the Potomac."

Trees that sprouted a factory

DEAD tree stumps are considered by farmers as an unmixed nuisance which they have to plough around or else go to the great trouble of cutting or pulling. But down in the citrus districts of Florida is an exception to the rule. That country is pimpled with dead and soon-to-be gnarled orange orchards. Some years ago, or so the story goes, a husband cut a branch from a dead orange tree and from it whittled a manicure stick for his wife. Later, a friend seized upon the idea and out of that hunch grew a factory that today is operated six days a week the year around, turning otherwise useless dead orange wood into instruments for beautifying Mrs. and Miss America.

REASSURANCE FOR CONVENTION BANQUETERS: 21,500,000 cases of peas are predicted for 1937 by canning authorities.

Heintzman

Adopts

IRON FIREMAN



Factory of Heintzman & Co., Toronto.

Canada's Famous Piano

Manufacturer Keeps Modern
with Iron Fireman Automatic
Coal Firing



The adoption of Iron Fireman automatic coal firing by Heintzman & Company is a fact which carries its own significance.

One of Heintzman's Iron Fireman installations is in their factory where steady, even heat is of prime importance. The other installation is in a large store and office building where abundant warmth at low cost is of vital consideration. At each of these locations Iron Fireman fulfills all Heintzman demands. H. J. Ragen, Secretary-Treasurer, says:

"Operating efficiency is excellent. The stoker gives us an evenness of pressure and temperature at all times. Iron Fireman has been very satisfactory."

Scientific Firing

Iron Fireman feeds coal to the fire automatically under forced draft. Smaller, cheaper sizes of coal are used. Fuel costs are cut. Heat or power is uniform. Firing room labor is held at a minimum. Smoke nuisance is eliminated.

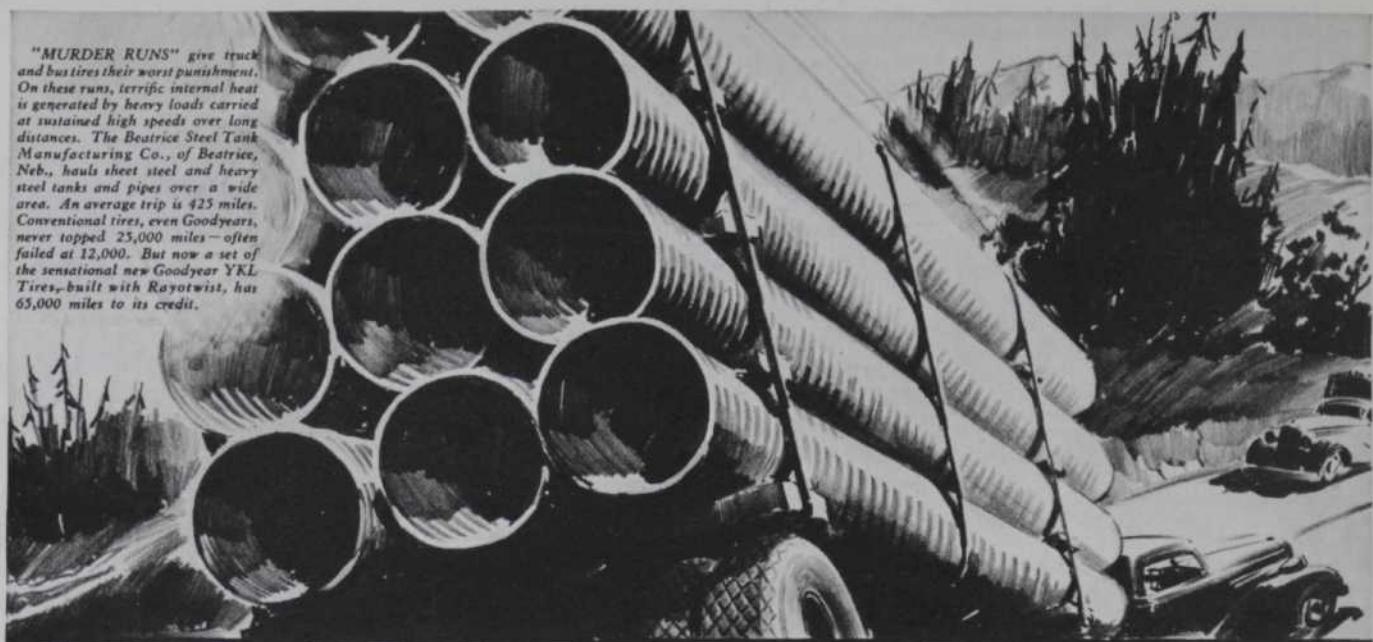
If you pay fuel bills for a heating or power boiler developing up to 500 h.p., ask for a free Iron Fireman survey and report. Compare Iron Fireman with the firing method you are now using. Iron Fireman is quickly installed, and may be purchased on convenient monthly payments. Ask your dealer to make a firing survey, or write to 3277 W. 106th St., Cleveland for literature. Iron Fireman Mfg. Company, Portland, Oregon; Cleveland; Toronto. Dealers everywhere.



Iron Fireman installation at Heintzman factory. Engineer: W. R. Barrett, right.

IRON FIREMAN
AUTOMATIC COAL BURNER

"MURDER RUNS" give truck and bus tires their worst punishment. On these runs, terrific internal heat is generated by heavy loads carried at sustained high speeds over long distances. The Beatrice Steel Tank Manufacturing Co., of Beatrice, Neb., hauls sheet steel and heavy steel tanks and pipes over a wide area. An average trip is 425 miles. Conventional tires, even Goodyears, never topped 25,000 miles—often failed at 12,000. But now a set of the sensational new Goodyear YKL Tires, built with Rayotwist, has 65,000 miles to its credit.



**"TEN TONS ON A 'MURDER RUN'—
SURE, THAT'S TOUGH ON TIRES, BUT**



I FIGURE MY LOADS IN POUNDS"

MAKE NO mistake about this:

Most trucking operations have no need for a super-tire such as the new Goodyear YKL.

But every truck owner wants the greatest mileage per dollar that he can get from his tires.

That's why the records now being established by the Goodyear YKL on "murder runs" are important to owners of all kinds of trucks in all kinds of service.

The same Goodyear engineers who developed the YKL for the "murder runs" have produced many other types of truck tires, each one for a specific type of work.

And every one of these Goodyears, correctly used, will give you more mileage per dollar

than you have ever before been able to buy.

Possibly your truck makes frequent starts and stops, with low or moderate speeds in between. Then the Goodyear Stop-Start Tire is your logical choice.

Possibly it is a dump truck calling for the Goodyear Dump Truck Special or the Goodyear Pneumatic Lug.

Goodyear builds the world's most complete line of truck tires and your Goodyear Dealer can help you reduce your truck tire costs sharply if you will talk to him when you next need tires.

Put Goodyears—the right Goodyears—on any job and watch your mileage jump!

* TRADE MARK REGISTERED

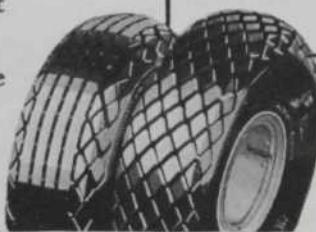
CAUTION!

Goodyear engineers now recommend the new YKL Tire only for the most destructive types of service—those "murder runs" over long distances at sustained high speeds.

In ordinary trucking, its extraordinary capacities cannot be fully utilized—and, frankly, its higher price cannot be justified.

But for operators of trucks and busses on "murder runs" Goodyear recommends the YKL Tire with full confidence in its ability to set new and spectacular performance records—to effect great savings as compared with conventional tires.

Such operators are invited to write direct to The Goodyear Tire & Rubber Company, Inc., Akron, Ohio, for full particulars.



*The New YKL**
BUILT WITH
RAYOTWIST*

GOOD YEAR
TRUCK AND BUS TIRES



Business Emerging from the Dog-house

UNLESS signs are misleading, business and business men are regaining the respect and confidence of the American people.

In the lush '20's, the plain citizen came to believe that all blessings flowed from business. It was creating and distributing the good things of life in record-breaking measure. Wages were higher than ever before, pay rolls longer. Abundance was so commonplace it had no distinction of political party. Every man was his own good fairy. A plurality of chickens in pots, of cars in garages, was no news on the American front.

Easy money in farm lands, stocks, in resort properties, brought about the bleak '30's. The high speed proved unsafe. We stumbled, fell, received scratches and bruises, but nothing fatal. Like the spoiled child who lashes out at the tree he runs into, we pouted and looked for a victim. We lashed out at the machinery of trade, at the car which we drove into the ditch.

And there is no hate like that of friends who fall out. The ugly conviction festered in the minds of millions that they had trusted business—and that business had let them down.

Now we, the people, must always have a rainbow. We are always about to be blest. This is an emotional necessity to human nature. The more dazzling the hope held out, the more adulation we give the promiser.

With business repudiated, and a vacuum created, politics became the Great Promiser. Happy days are here again! The Government will make you secure against the vicissitudes of Dame Nature and her difficult child, Human Nature. It will provide higher prices for what you have to sell, lower costs on what you have to buy. It'll make your electricity, build your houses, relieve you of the duty of helping your relatives and neighbors. Let Washington be your brother's keeper!

We knelt before our new idol.

Business, through its leaders, harried in its own

right, did not take time to argue its case. It expressed, on the run to office and plant, its skepticism of parlor magic. Politics promptly accused business of being against the objectives. "Oh, you see, business, greedy and selfish, approves of sweat-shops, child labor, low wages and long hours." Too many of us, nursing a grudge, were only too ready to believe that business men were opposed to higher standards of living.

What if the record of American business in raising standards of living, measured by any rule, reminded of Aladdin's lamp? No matter. Business seemed now to be "agin" the things most of us wanted.

Business in its clumsy way was only trying to say, "Sure, an acid bath will take the dirt off, but also the skin." When it wanted to argue about a road-map, it was accused of not wanting to reach the destination.

Today, we, the people, are becoming a little skeptical of our new idol. We catch a glimpse, under the skirt, of feet that look like clay. We likewise glimpse the ominous shadow of a bill-collector. We wonder, if, after all, when the better and permanent way of living is brought, the delivery boy will be a lusty platform promiser, or the old-time business enterpriser.

It is a propitious time to speak out boldly the faith—

That American business as a whole is simply the total of the thousands of businesses we all know, and in which most of us are engaged. It is not an ogre in another state. . . .

That American business is more progressive and serviceable than that of any other land, whose alien doctrines we are urged to adopt. . . .

That we can finally rely only upon business to provide the things we need to make the better lives we want.

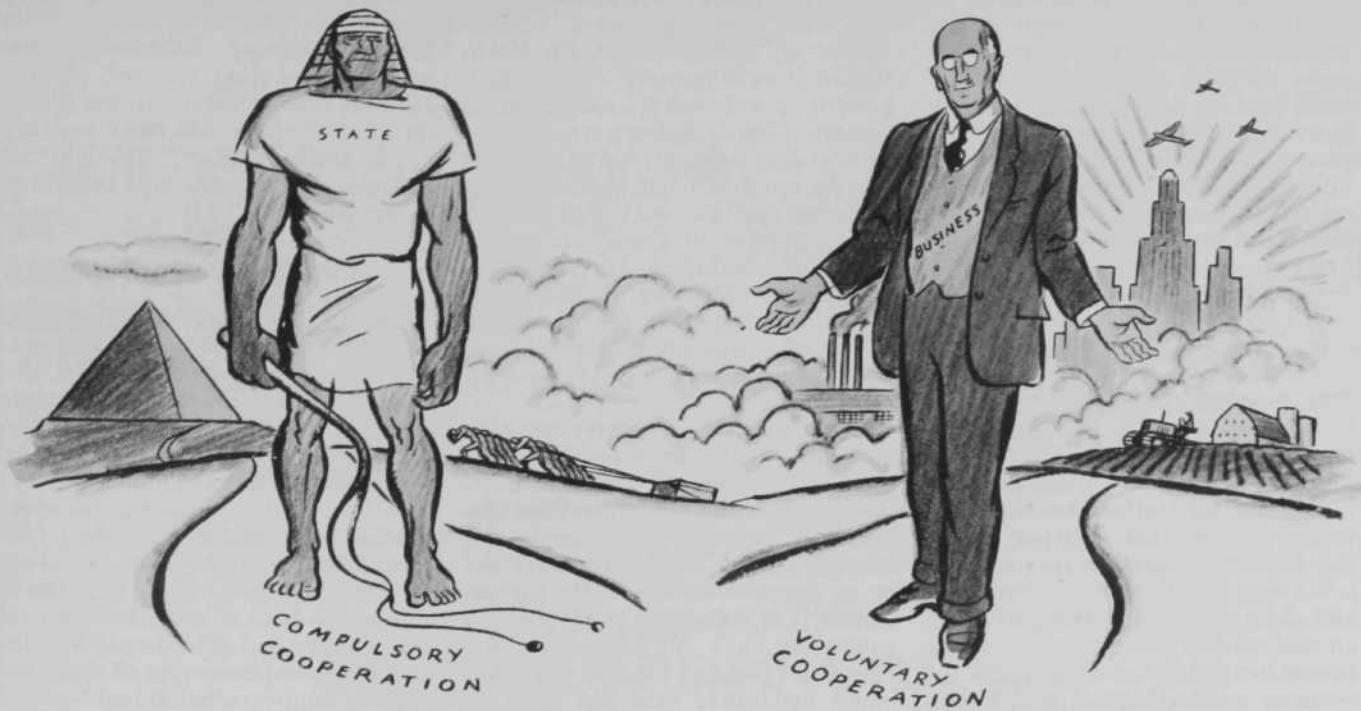
Meredith Thorpe



WOULD YOU BUY A PROPELLER BECAUSE IT IS CHEAP?

No sane person would risk an experimental substitute for that vital part of an airship which modern science has so carefully developed. It must be exactly right in all its parts. Likewise, a high standard of dependability has been insistently maintained in all Mimeograph progress. If lower price-ranges could be made with safety, we would make them. We have the facilities—and the know-how. As inventors and developers of the stencil duplicating process, wherein all functions must work in balanced harmony, we know the risks of substitutions. Also we own a keen determination to serve Mimeograph users to their best advantage. Their interests are ours. We are anxious always to have this world's standard duplicator turn out a truly superior product—and that at low cost. And it does its best work, simply, easily, without delay or annoyance, when it is supplied with its own proper equipment. For latest information write A. B. Dick Company, Chicago, or see classified telephone directory for local address.





Organization: Voluntary or Compulsory?

By GEORGE H. DAVIS

President, Chamber of Commerce of the United States

TWO IDEAS have been much in the public mind of late: on the one hand "Organization," with all that it implies of cooperative effort. On the other, "Individualism," with what it signifies of the American tradition and the spirit of inventiveness and adventure that have loomed so large in our scheme of things.

This whole country has been developed out of the harmonious blending of these two principles; we have opened up our lands, utilized our resources, built our cities through individual effort plus organization.

But today these two ideas, which are essentially harmonious, have been placed in opposition by certain types of political theorists who contend that individualism is incompatible with the best form of organized effort. By "organized effort" such people, of course, mean governmental effort. They mean involuntary cooperation rather than the voluntary variety that has been the

MODERN times require cooperation.

Shall it be voluntary as in American business organizations or compulsory as taught by foreign "isms"?

mainspring of American progress.

This point of view brings up the question:

"What can organization do in a society that is still essentially individualistic?"

That is one of the big current issues. If we are to achieve anything in international affairs, debt settlements, public and corporate finance, taxation, the regulation of business by government; if we are to have business and the business point of view recognized in the new alignments that are taking place, then we can do it only by far-flung, careful and intelligent organization. We can do it only by bringing to our organizations and their programs the same keenness, loyalty and consecration

which we bring to bear upon our individual businesses.

Organization is characteristic of the age. It is not always called by that name. Some allude to it as "collectivism." Others refer to it as "class" or "group" consciousness or as "social action." But, at bottom, they are all the same thing.

They mean that the area of individual effort is being hedged about with restrictions and limitations of one kind or another and the areas of "group" or "collective" effort have correspondingly widened. Private enterprise has become less private. Achievement is measured less in terms of individual success and more in terms of general advancement. The good of the "group" is put before the good of the persons composing it.

For this there is some reason. Under the conditions in which we live and work some form of organization or association has been inevitable. The railroad, the automobile, the air-

plane, the telephone and radio have done much to break down the isolation of the individual. In whatever field a man may choose to employ his talents, he is bound to come in contact with others intent upon the same purpose. Competition has become keener. At the same time the individual must rely to a greater degree upon others. His success or failure is determined in greater measure by the success or failure of others. He is less free to lay out a course of his own choosing and to follow it without interference.

Groups depend on each other

THE manufacturer cannot produce without markets. The wholesaler cannot go far without the retailer. The producer needs the consumer. Industry and agriculture are each necessary to the other. Neither capital nor labor can stand on its own feet.

No one can live in a community and demand all the prerogatives of an individual living alone, nor can he consistently disavow his share of the common responsibilities which such association implies. What we do or don't do is bound to have an effect upon what others are trying to do. This accounts, at least in part, for the widespread effects of depression. The economic structure is so closely knit together that when a substantial part of it collapses the whole fabric shudders.

Business, as the economists would say, has become integrated. The ramifications of a single industry may be nation-wide or even world-wide. An automobile is the product of scores of different enterprises, from the mining and transportation of coal and ore to the fabrication of steel and the manufacture of innumerable parts of equipment and of the paint which covers it when it rolls off the assembly line. When one of these special activities lags, all slow up.

That is true of virtually every type of industry and trade. It is likewise true of those engaged in trade and industry. Because of it, the individual business man finds himself inescapably involved in relationships with other business men, not only in his own industry, but in other industries and other fields of effort. To that extent his individual freedom of action has been limited. What we call "common" or "collective" interests have, in some measure, merged individual interests.

These changes have given rise to many of the questions of public policy which confront us today. Just where the line is to be drawn between "individual" interest and "common" interest is a question that calls for the

most deliberate and serious consideration, because the decision we make will have fateful consequences.

There are two ways of looking at this broad tendency toward "organization" or "integration." One is to regard it as a natural, evolutionary growth, a voluntary association to achieve a larger collective purpose—to the advantage of the individuals participating in it as well as to the advantage of the public. The other is to regard it as a method of compelling the individual to substitute compulsory collective initiative for individual enterprise. The one might be called organization by cooperation, the other, organization by regimentation.

Unfortunately, we never seem to be able to go forward on a straight line. We try one direction until we become involved in difficulties. Instead of clearing them away and keeping to our course, we start out in an opposite direction. Having assumed that individual initiative and enterprise have not altogether successfully operated the intricate economic machinery that has been developed, or solved all of the problems of a complex civilization, we decide to start from the other end. We determine collectively what we want and attempt to compel individual enterprise to provide it for us. We specify what the machinery of business is expected to produce, and in some measure the methods by which it is to be operated, and assume that it will run.

We generalize too much

WE try to solve the problems of the farmer by solving the problems of agriculture. We try to help the working man by creating conditions favorable to labor. We try to make the business man conform to new ideas of economic propriety by regulating business. In other words, we deal with generalizations, rather than with individuals. We proceed upon the dubious theory that, if we can create a forest, the trees will take care of themselves. We seem to think that if we can draw the blue print of an ideal order of existence, the constituent parts will, in some inexplicable manner, fall into their proper places. This idea, carried to an extreme, finds expression in governmental policies in many countries today.

The procedure is not to deal with individual shortcomings and abuses, to penalize those whose conduct is reprehensible, but to lay down programs for classes or groups which will make these individual shortcomings and abuses impossible. In this kind of legislative approach to our

problems the good are lumped with the bad, the inefficient with the efficient. All are subjected to a sort of political surveillance of discipline so that a few may be prevented from doing something detrimental. Because an assumed ten per cent of business management—to use a current figure—falls into the class that has been described as "chiseling," all business management is to be held to a particular course.

Individuals are important

I AM not discussing the advantages or defects of this method of attempting to overcome our difficulties. The point I am making is that economic relationships have become so intermeshed that problems of general or common concern have multiplied and threaten, at the moment, to overshadow questions of individual concern. These problems can be solved only by organized effort. Whether it will be the kind of organization that supplements and gives impetus to individual enterprise—and effective enterprise is always individual—or the kind of organization that hobbles and discourages it is a choice that rests largely with business men.

The Chamber of Commerce of the United States is an organization of the first kind. It is intended to be a vehicle by which business men and their smaller organizations can compose individual differences and direct their efforts to a common end. It affords a method by which individual enterprise can be used to accomplish larger "social" or "group" aims, thereby forestalling regulation compelling it to conform to a course fixed by political decree.

What the Chamber of Commerce of the United States offers in the national arena several thousand chambers of commerce and trade associations offer in the local field and in the field of trade lines—that is, organization by voluntary endeavor. These associations of business men offer an agency through which American business men can solve many important problems and at the same time contribute to social ends. The two terms "individualism" and "organization" ought to convey no conflict of principle or of action. It is unfortunate that political persons have thrown them into opposite sides of the scale. It has been the fashion in certain quarters to denounce individualism as though it were somehow reprehensible and to extol a new kind of organization—organization that goes to the point of completely submerging both individual enterprise and individual benefit.

Political extremists—and they are
(Continued on page 87)



The commissary sells necessities. For other purchases employees go to town

Exit the Share-Cropper

By ROBERT TALLEY

THE Civil War that ended in 1865 not only freed the slaves but it suddenly dissolved into chaos an economic and social system that had existed since the South began. The defeat of the Confederacy and the resultant crash of the institution of human bondage for which it stood left the bankrupt cotton farmer with his land and the newly liberated, but penniless, Negro with his labor.

From the ruins of the old order a new order arose as the South struggled to adjust itself to the changed conditions. The cotton planter with his land and the Negro with his labor, each needing the other, were drawn together again under a system as old as agriculture itself—the cultivation of land on shares. The white man provided everything, the Negro did the work and, between them, they divided the profits of the harvest.

Such is the background of the South's "share-cropper" system—under which the greater part of its cotton is produced—that is now drawing the renewed fire of reformers, sociologists and government investigating commissions. They say

this system has forged the chains of economic bondage upon a vast portion of the South's population of today just as securely as the chains of slavery were fastened upon the ancestors of these people two generations ago. But that is not all:

To the ranks of the countless Ne-



Palmer Kellogg (right) developed a new technique. Harry Crawford is his assistant manager

gro share-croppers have been added hundreds of thousands of poor whites with the result that today the share-cropper problem knows no color line.

From many sources there has come agitation about the plight of these debt-ridden and landless tenant farmers for whom the future seems to hold little but hopelessness. Perhaps it should be stated here that there has been far more agitation *about* the share-croppers than *by* the share-croppers, because, aside from sporadic unionization attempts led by outside organizers, these people themselves have taken little hand in the matter.

Nevertheless, and with considerable justice, the system has been attacked as a social and economic curse. For years the share-cropper and the landlord have battled to see who could get the most and give the least. This condition has brought about in the South a vast propertyless population which is dangerously near the pauper line. Moving about from year to year, these people have shown little interest either in conserving the soil upon which the South's prosperity de-



Since cotton growing is seasonal, diversification is essential if a plantation is to pay its employees wages

pends, or in contributing to the life of the community in which they live.

Today, 72 years after Appomattox, another new order that promises to revolutionize the South's pre-rural economic and social structure as completely as the abolition of slavery revolutionized it in 1865 is developing below the Mason-Dixon line.

This new plan does not originate with a group of economic theorists or with a government investigating commission but with southern cotton planters themselves.

On the one hand, it promises to lead the southern share-cropper out of his economic wilderness and start him on the road to independence. On the other hand, it promises to produce for the plantation owner a more stable class of labor and a more efficient and businesslike method of plantation operation.

The plan, briefly, is the substitution of wage labor for the system of cultivating land on shares. Concomitant is the opportunity for a wage laborer to develop into a renter and, if he has the ability, the opportunity for a renter to progress to the ownership of a small farm.

The genesis of this movement is the substitution of the cash wage



plan for the share-cropping plan. This system, introduced originally in the southeastern states where ample wage labor was available in the nearby cotton mill villages, is now spreading to the rich Mississippi River Delta—the heart of the nation's cotton belt.

Cash wages on a plantation

AN outstanding pioneer in this movement is one of Arkansas' most prominent and successful planters who turned from lumbering to cotton growing five years ago. He is Palmer Kellogg, whose 3,200-acre Sycamore Bend Plantation lies within the curving elbow formed by Fifteen-Mile Bayou, a short distance from the lit-

tle town of Hughes, Ark., and almost within sight of the Mississippi River. His rich delta land, built up by the alluvial deposits of the river, is as fertile as any land in the world; year in and year out it produces better than a bale of cotton to the acre, in contrast to the national average of one-third of a bale per acre.

In a region where practically every bale of cotton is grown by share-croppers, Mr. Kellogg is operating a large-scale plantation on a cash wage basis, just as a mill or a factory is operated. In addition, he proposes to build these cash wage hands into renters and to give them the opportunity of building themselves into farm owners.

Palmer Kellogg—a pleasant, businesslike man in his middle 40's—insists there's nothing altruistic about his plan for paying cash wages and

leading his tenants to better things. "It's just good business," he says. "I quit dealing with share-croppers because I found out that a share-cropper is about the poorest credit risk that a business man can imagine. That's why, three years ago, I began paying cash wages. Today there are 125 families—326 people—on this plantation and there's not a share-cropper among them. I'm satisfied with the change, and so are they."

The cash wage tenants on Mr. Kellogg's plantation are paid from \$1 to \$1.50 a day for their labor, depending upon their ability as graded by their overseers, and draw their money at the plantation's commissary every two weeks. Often as many as four members of the family work, which

makes for a rather sizable income. In addition to the cash wages, each tenant family gets, free of charge, the house in which it lives, a well to supply water, firewood free for the cutting, a garden and a place for chickens and pigs.

The bulk of their trade is with the plantation's commissary which carries a stock of canned goods, flour, meal, salt meat, work clothes, farm shoes, etc., and sells these at about the same prices as other stores. The commissary extends credit to employees of the plantation and its total sales run about \$20,000 a year.

"We haven't made any profit off our commissary for three years, and we don't try to," says Mr. Kellogg. "We make our money by farming and run our commissary to feed and clothe our employees. Last year when

for shooting craps. The plantation supplies the Negroes with a frame church, but the congregation pays the salary of the part-time pastor (the plantation's blacksmith). The county operates a public school on the plantation for the education of the Negro children.

A steady income for workers

THE cash-wage plan, says Mr. Kellogg, has a decided advantage for the tenant because it gives him work and income the year round. In the winter, after the cotton has been picked, the plantation employs its labor in clearing new land, building roads and constructing drainage ditches. Altogether, 30 miles of road and half as many miles of drainage ditches criss-cross the 3,200 acres.

The wage hands also cultivate Sycamore Bend Plantation's corn, hay, soybean and other crops, because no cash wage plan could succeed on a cotton plantation without diversification. Last year Mr. Kellogg had 1,600 acres planted to cotton and produced 1,800 bales which, seed and lint together, brought around \$85 a bale. He also had 300 acres in alfalfa, 500 acres in soybeans, 130 acres in hairy vetch, several hundred acres in corn and the rest in woodland. His figures for this year are about the same.

"There are few days that a man can't work on this plantation if he wants to work," says Mr. Kellogg, "because we can usually find something for him to do, even on rainy days. Of course, the big answer is diversification; as cotton is primarily a seasonal crop, with a high peak of activity at planting time and another high peak at picking time, one could not hope to raise cotton alone on a hired labor basis."

The same idea of crop diversification is employed by R. Brinkley Snowden, Jr., who operates a different kind of cash-wage plan on his nearby plantation at Horseshoe Lake, Ark. Mr. Snowden, chairman of the agricultural committee

(Continued on page 112)



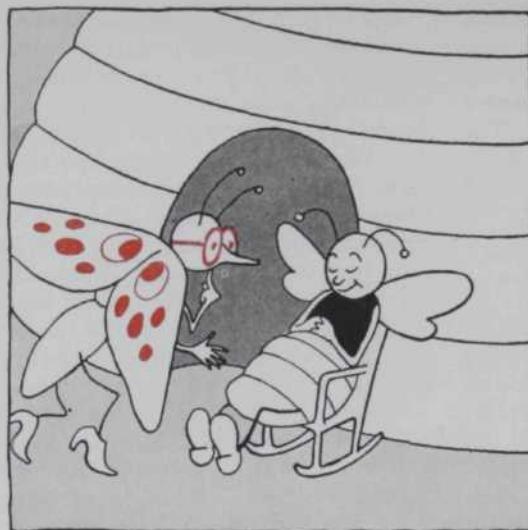
Cotton reaches its peak in spring and fall but there are other jobs between times for the plantation workers



we were paying the packers 18 and 19 cents a pound for side meat we were retailing it for 20 cents."

Sycamore Bend Plantation's commissary, says Mr. Kellogg, carries in stock only the necessities of life. When its Negro employees want to buy other things—such as Sunday clothes, "high-yaller" shoes, etc.—they go to the stores at Hughes or to those at Memphis, 35 miles away.

On the bi-weekly pay days, when they settle up their accounts at the commissary, the plantation's Negroes have enough cash left over to meet their limited needs—which, under a system where necessities are purchased on credit and house rent is free, are largely limited to enough money to pay their church dues and



The guards at the gate relaxed their vigilance and allowed the Wax-moth to enter

IF THE stock had not been old and overcrowded, the Wax-moth would never have entered, but where bees are too thick on the comb there must be sickness or parasites. The heat of the hive had risen with the June honey-flow, and though the fanners worked, until their wings ached, to keep people cool, everybody suffered.

A young bee crawled up the greasy trampled alighting-board. "Excuse me," she began, "but it's my first honey-flight. Could you kindly tell me if this is my—"

"—own hive?" the Guard snapped. "Yes! Buzz in, and be foul-brooded to you! Next!"

"Shame!" cried half a dozen old workers with worn wings and nerves, and there was a scuffle and a hum.

The little grey Wax-moth, pressed close in a crack in the alighting-board, had waited this chance all day. She scuttled in like a ghost, and, knowing the senior bees would turn her out at once, dodged into a brood-frame, where youngsters who had not yet seen the winds blow or the flowers nod discussed Life. Here she was safe, for young bees will tolerate any sort of stranger. Behind her came the bee who had been slanged by the Guard.

"What is the world like, Melissa?" said a companion.

"Cruel! I brought in a full load of first-class stuff, and the Guard told me to go and be foul-brooded!" She sat down in the cool draught across the combs.

"If you'd only heard," said the Wax-moth silkily, "the insolence of the Guard's tone when she cursed our sister. It aroused the Entire Community." She laid an egg. She had stolen in for that purpose.

"There was a bit of a fuss on the Gate," Melissa chuckled. "You were

there, Miss —?" She did not know how to address the slim stranger.

"Don't call me 'Miss.' I'm a sister to all in affliction—just a working-sister. My heart bled for you beneath your burden."

The Wax-moth caressed Melissa with her soft feelers and laid another egg.

"You mustn't lay here," cried Melissa. "You aren't a queen."

"My dear child, I give you my most solemn word of honour those aren't eggs. Those are my principles, and I am ready to die for them." She raised her voice a little above the rustle and tramp round her. "If you'd like to kill me, pray do."

"Don't be unkind, Melissa," said a young bee, impressed by the chaste folds of the Wax-moth's wing, which hid her ceaseless egg-dropping.

"I haven't done anything," Melissa answered. "She's doing it all."

"Ah, don't let your conscience reproach you later, but when you've killed me, write me, at least, as one that loved her fellow-workers."

Laying at every sob, the Wax-moth backed into a crowd of young bees, and left Melissa bewildered and annoyed. So she lifted up her little voice in the darkness and cried, "Stores!" till a gang of cell-filers hailed her, and she left her load with them.

"I'm afraid I foul-brooded you just now," said a voice over her shoulder. "I've been on the Gate for three hours, and one would foul-brood the Queen herself after that. No offence meant."

"None taken," Melissa answered cheerily. "I shall be on Guard myself, some day. What's next to do?"

"There's a rumour of Death's Head Moths about. Send a gang of youngsters to the Gate, and tell them to narrow it in with a

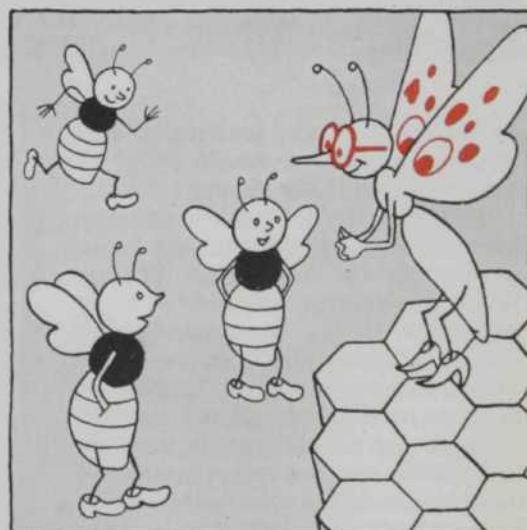
The Mother

couple of stout scrap-wax pillars. It'll make the Hive hot, but we can't have Death's Headers in the middle of our honey-flow."

"My Only Wings! I should think not!" Melissa had all a sound bee's hereditary hatred against the big, squeaking, feathery Thief of the Hives. "Tumble out!" she called across the youngsters' quarters. "All you who aren't feeding babies, show a leg. Scrap-wax pillars for the Gate!" She chanted the order at length.

"That's nonsense," a downy, day-old bee answered. "In the first place, I never heard of a Death's Header coming into a hive. People don't do such things. In the second, building pillars to keep 'em out is purely a Cypriote trick, unworthy of British bees. In the third, if you trust a Death's Header, he will trust you. Pillar-building shows lack of confidence. Our dear sister in grey says so."

"Yes. Pillars are un-English and provocative, and a waste of wax that is needed for higher and more practical ends," said the Wax-moth from an empty store-cell.



She scuttled by the senior bees knowing they would sting her out . . . and consorted with youngsters who had not felt the chill winds of honey-gathering . . . but discussed Life



Copyright 1909 by Rudyard Kipling. All rights reserved, including that of translation into foreign languages, including Scandinavian.

Special permission to reprint granted by Mr. Kipling to Nation's Business.

Hive

By RUDYARD KIPLING

"The safety of the Hive is the highest thing I've ever heard of. You mustn't teach us to refuse work," Melissa began.

"You misunderstand me, as usual, love. Work's the essence of life; but to expend precious unreturning vitality and real labour against imaginary danger, *that* is heartbreakingly absurd! If I can only teach a—a little toleration—a little ordinary kindness here toward that absurd old bogey you call the Death's Header, I shan't have lived in vain."

"She *hasn't* lived in vain, the darling!" cried twenty bees together. "You should see her saintly life, Melissa! She just devotes herself to spreading her principles, and—and—she looks lovely!"

An old, baldish bee came up the comb.

"Pillar-workers for the Gate! Get out and chew scraps. Buzz off!" she said. The Wax-moth slipped aside.

The young bees trooped down the frame, whispering.

"What's the matter with 'em?" said the older. "Why do they call each other 'ducky' and 'darling'? Must be the weather." She sniffed suspiciously. "Horrid stuffy smell here. Like stale quilts. Not Wax-moth, I hope, Melissa?"

"Not to my knowledge," said Melissa, who, of course, only knew the Wax-moth as a lady with principles, and had never thought to report her presence. She had always imagined Wax-moths to be like blood-red dragon-flies.

"You had better fan out this corner for a little," said the old bee and passed on. Melissa dropped her head at once, took firm hold with her forefeet, and fanned obediently at the regulation stroke—three hundred beats to the second. Fanning tries a bee's temper, because she must al-

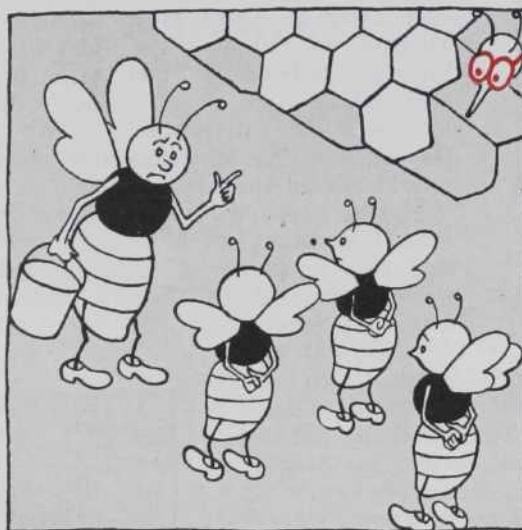
ways keep in the same place where she never seems to be doing any good, and, all the while, she is wearing out her only wings. When a bee cannot fly, a bee must not live; and a bee knows it. The Wax-moth crept forth, and caressed Melissa again.

"I see," she murmured, "that at heart you are one of Us."

"I work with the Hive," Melissa answered briefly.

"It's the same thing. We and the Hive are one."

"Then why are your feel-



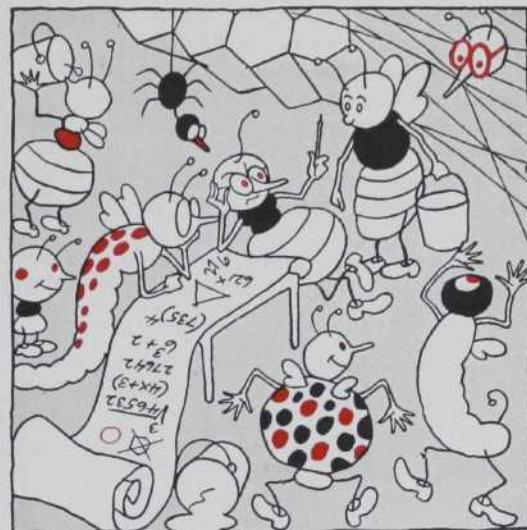
They had not recognized the chaste wings of the Moth, thinking a Death's Header was like a blood-red dragon fly

ers different from ours? Don't cuddle so."

"Don't be provincial, *carissima*. You can't have all the world alike—yet."

"But why do you lay eggs?" Melissa insisted. "You lay 'em like a Queen—only you drop them in patches all over the place. I've watched you."

"Ah, Brighteyes, so you've pierced my little subterfuge? Yes, they are



The Oddities redistributed the honey and figured $7\frac{2}{3}$ minutes' work a day sufficient

eggs. By and by they'll spread our principles. Aren't you glad?"

"You gave me your most solemn word of honour that they were not eggs."

"That was my little subterfuge, dearest—for the sake of the Cause. Now I must reach the young." The Wax-moth tripped towards the fourth brood-frame where the young bees were busy feeding the babies.

It takes some time for a sound bee to realize a malignant and continuous lie. "She's very sweet and feathery," was all that Melissa thought, "but her talk sounds like ivy honey tastes. I'd better get to my field-work again."

She found the Gate in a sulky uproar. The youngsters told off to the pillars had refused to chew scrap-wax because it made their jaws ache, and were clamouring for virgin stuff.

"Anything to finish the job!" said the badgered Guards. "Hang up, some of you, and make wax for these slack-jawed sisters."

Before a bee can make wax she must fill herself with honey. Then she climbs to safe foothold and hangs, while other gorged bees hang on to her in a cluster. There they wait in silence till the wax comes. The scales are either taken out of the maker's pockets by the workers, or tinkle down on the workers while they wait. The workers chew them

(they are useless unchewed) into the all-supporting, all-embracing Wax of the Hive.

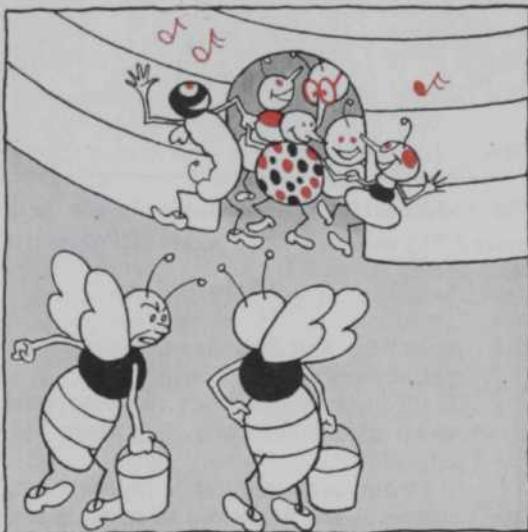
But now, no sooner was the wax-cluster in position than the workers below broke out again.

"Come down!" they cried. "Come down and work! Come on, you Levantine parasites! Don't think to enjoy yourselves up there while we're sweating down here!"

The cluster shivered, as from hooked fore-foot to hooked hind-foot it telegraphed uneasiness. At last a worker sprang up, grabbed the lowest wax-maker, and swung, kicking above her companions.

"I can make wax, too!" she bawled. "Give me a full gorge and I'll make tons of it."

"Make it, then," said the bee she had grappled. The spoken word



"Holy Hymettus! I knew they didn't know how honey was made, but they've even forgotten the order of the flowers. What will become of them?"

snapped the current through the cluster. It shook and glistened like a cat's fur in the dark. "Unhook!" it murmured. "No wax for any one to-day."

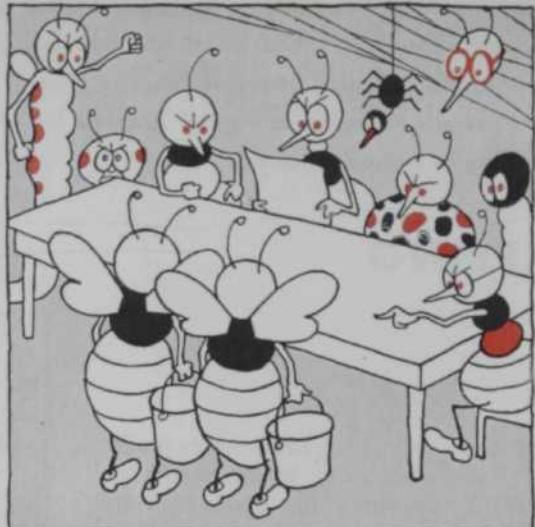
"You lazy thieves! Hang up at once and produce our wax," said the bees below.

"Impossible! The sweat's gone. To make your wax we must have stillness, warmth, and food. Unhook! Unhook!"

They broke up as they murmured, and disappeared among the other bees, from whom, of course, they were undistinguishable.

"Seems as if we'd have to chew scrap-wax for these pillars, after all," said a worker.

"Not by a whole comb," cried the young bee who had broken the cluster. "Listen here! I've studied the question more than twenty minutes.



Next to being fed by the producers, the "Planners" enjoyed investigations most

It's as simple as falling off a daisy. You've heard of Cheshire, Root and Langstroth?"

They had not, but they shouted "Good old Langstroth!" just the same.

"Those three know all that there is to be known about making hives. One or t'other of 'em must have made ours, and if they've made it, they're bound to look after it. Ours is a 'Guaranteed Patent Hive.' You can see it on the label behind."

"Good old guarantee! Hurrah for the label behind!" roared the bees.

"Well, such being the case, I say that when we find they've betrayed us, we can exact from them a terrible vengeance."

"Good old vengeance! Good old

Root! 'Nuff said! Chuck it!" The crowd cheered and broke away as Melissa dived through.

"D'you know where Langstroth, Root and Cheshire live if you happen to want 'em?" she asked of the proud and panting orator.

"Gum me if I know they ever lived at all! But aren't they beautiful names to buzz about? Did you see how it worked up the sisterhood?"

"Yes; but it didn't defend the Gate," she replied.

"Ah, perhaps that's true, but think how delicate my position is, sister. I've a magnificent appetite, and I don't like working. It's bad

for the mind. My instinct tells me that I can act as a restraining influence on others. They would have been worse, but for me."

But Melissa had already risen clear, and was heading for a breadth of virgin white clover, which to an overtired bee is as soothing as plain knitting to a woman.

"I think I'll take this load to the nurseries," she said, when she had finished. "It was always quiet there in my day," and she topped off with two little pats of pollen for the babies.

She was met on the fourth brood-comb by a rush of excited sisters all buzzing together.

"One at a time! Let me put down my load. Now, what is it, Sacharissa?" she said.

"Grey Sister—that fluffy one, I mean—she came and said we ought to be out in the sunshine gathering honey, because life was short. She said any old bee could attend to our babies, and some day old bees would. That isn't true, Melissa, is it? No old bees can take us away from our babies, can they?"

"Of course not. You feed the babies while your heads are soft. When your heads harden, you go on to field-work. Any one knows that."

"We told her so! We told her so; but she only waved her feelers, and said we could all lay eggs like Queens if we chose. And I'm afraid lots of the weaker sisters believe her, and are trying to do it. So unsettling!"

Sacharissa sped to a sealed work-

(Continued on page 128)



"You must feed us or we shall die! Traitors!"
"You should have thought before. Stay and see the dawn of your New Day!"



RELIGION, MORALITY AND KNOWLEDGE
BEING ESSENTIAL TO GOOD GOVERNMENT
AND THE HAPPINESS OF MANKIND . . .

GEORGE LOHR

A Parent Looks at the Schools

By MAITLAND CAMPBELL

**FOOD for thought for business men who pay the bill
for education but pay little attention to the qualifi-
cations of teachers or the worth of subjects taught**

WHEN I go to the post office, I walk along two streets that are known to us as *Addison* and *Scott*. There is little pertinence in this statement except that there must have been a reason for giving the streets these names. What it was is not very clear to us. I heard a flippant youth explain recently:

"Yeah, all our streets are named for guys that are dead. They wrote books or somep'n."

Such was his version, only a little less elegant and accurate than that of a great number of his elders would be. They are dead, all right. To most of us. And they wrote books. That is as far as the average ones of us would care to venture.

And in all the average houses that I pass, a radio blares—blares forth words often enough—men's groping for a solution of the problems of our

troubled days. And the words recurring most frequently—"liberty," "justice," "industry," "the welfare of the country," "the rights of the people"—are those which have been a part of our public consciousness from our earliest history. That they may, and often do, carry inferences other than those on which we think our lives are founded, we are too dull to note and too indifferent to resent.

The relevance either of the names of the streets or of the spell-binding on the air is negative only; it lies in what we do *not* know; yet at the same time we pay specious lip-service to our national fetish and most vital public enterprise, with no real concern for its value or its efficacy. I am speaking of public education, the mechanism (I use the word advisedly) of which my children and all our children are the output.

Faith in public education was part of our earliest creed. I turn to Article III of the Northwest Ordinance—1787—and read:

Religion, morality, and knowledge being necessary to good government and the happiness of mankind, schools and the means of education shall forever be encouraged.

That the makers of that pronouncement would subscribe either to the means or the end of the modern interpretation of their tenet is extremely doubtful. "Religion and morality"—well, they are not my thesis. As for "knowledge," I went to a week's conference on education recently, at which the so-called experts of the country foregathered, and I can't remember having heard the words "knowledge," "good government," "happiness of mankind," mentioned at all.

Ideology of the pedagogues

I HEARD a great many abstractions, all "sicklied o'er with the pale cast" of something that I am not sure was thought. There was a great deal of talk of "integration," "scope and sequence of the core curriculum," "ex-

trinsic devices of motivation," "activity areas," "maturation levels," and "pattern of subjects;" but of anything so clear-cut as "knowledge," so virile and rational as "good government," not a word.

There was not even any mention of the "happiness of mankind." They did speak softly of the happiness of children; and the enervating means they advocated for obtaining it made me reasonably certain that it would be the children's happiness only; that is, it hadn't a chance of surviving the children's entrance into the "maturation level," their inevitable leaping off into "mankind."

Modern men of eloquence have spoken of this generation's having an "appointment with Destiny." Well, every generation has, for that matter. But as I listened to those speakers, I felt that the systematic, sentimentalized softening of youth which they advocated as their pattern of training would certainly insure the next generation's being hit with everything Destiny has when their scheduled bout takes place. My heart was with them (the youth, I mean).

It is a little bewildering to parents who look with apprehension (there are such) upon contemporary trends—the errors we have made and are continuing to make, the deficits we

are piling upon deficits—to hear the schoolmen speak of "educating for a changing world." The phrase carries a discouraging implication that education can be only palliative, not preventive; a curious reversal of the first principles of our democracy.

Regimented thinking

NO ONE denies that state-supported schools must reflect in some measure the aggregate thinking of the state or lose its support. No one denies the inevitability of change. But, for the schools to subscribe to regimented, directed thinking, and that thinking too often representative of a small, but entirely vocal, minority, indicates an interpretation not within the accepted definition of a democratic state. In other words, we can train children to accept change, but we cannot train them to control it. Sinister anomaly!

Such a philosophy is the natural outcome, perhaps, of the hectic tempo of our American life since the turn of the century. The sober purpose of our beginning soared to delirious proportions when we had accomplished the thrilling task of winning to the last of our physical frontiers, and could look upon the magnificence that was ours. We could now prepare to pos-

sess ourselves consciously of our heritage, and to savor to the full the joys and benefits of that possession in a *large* way. Size we understood perfectly; so our opportunities were to take on heroic proportions. We would place *all* education, the whole works, within the reach of all the people. We could produce mass culture in exactly the same way that we could turn out any other commodity.

This sounded flawless as a policy, and so the history of three decades has been the history of unparalleled expansion in educational facilities—expansion which has too often taken the form of community rivalry in the excellence of the plants, rather than any abiding concern for the quality of the product which the plants were to turn out.

Committed to the faith of the age of machinery, the average male American, at least, takes it for granted that, if the plant is right, the product will be, too. He doesn't claim to know much about education, but he will build and perfect and equip the plant. Further responsibility he delegates to his wife; because his education, like his religion and his property, are usually in her name. He has more serious concerns.

Here enter the women.

The mechanized age has done many



Father doesn't claim to know much about schools. Responsibility in that field he delegates to his wife because his education, like his religion, is mostly in her name

things for women, too, not all of which can be rated as services. But the ever-growing number of labor-saving devices, the excellence of commercially prepared foods, and the cheapness and suitability of ready-made clothing have conferred upon the American middle-class woman a degree of leisure formerly unknown. The energy once claimed by the demands of her home and her family is now released, and goes seeking other enterprises on which to expend itself; a growing, febrile restlessness drives her toward new and more exhilarating, though possibly not more satisfying, activities.

Schools—a feminine world

THE set-up is at hand for her to project herself—that is, her ambition, her ideals—into the lives of her offspring, and the community, and the State. To say that she consciously projects *herself* into the undertaking is an aspersion upon her sincerity and the undeniable greatness of her achievement. To say that the achievement is essentially feminine—well, whose fault is that?

The fact remains that women, either in the teaching ranks or in the countless organizations concerned with supplementing the work of the schools, control American education below the university level; and they proceed along the thoroughly American line of thinking; that is, each individual unquestionably believes in her complete fitness for the job, and in the inevitable corollary that only the best is good enough for her and hers.

I have often wondered why educational zeal, unlike charity, so seldom begins at home. A little desultory enthusiasm for one subject or another may lead the average woman to join this or that club, temporarily surveying the field of her interest; but art is very long and she can rarely bring herself to individual, intensive study of the subject. Her enthusiasm simply doesn't go so far; the effort involved is too great; so she goes about obtaining her culture vicariously. A *little* study, plus regular meetings with others similarly interested, enables her to generalize comfortably and so establish her position among the informed.

At this point, she transfers her activities from herself to her children. There will be an enterprise worthy of her mettle. Unselfish—and much simpler.

Of course she doesn't rationalize consciously along any such line. The urge for education (for others) is practically universal among us, and her missionary zeal promises two desirable results: social and intellectual



"All of we mothers should take—a great—interest
—in the currinkulum." They should! With reason

(particularly social) position for her children, and a modest amount of consciousness of virtue for herself.

Yes, she will educate her children—thoroughly, as she tells herself. Every mother is on this job, regardless of the self-evident fact that personally she doesn't really give a continental for education. But she is fired by identical activity all about her, and she renews her inspiration with every meeting she attends. She embarks whole-heartedly upon the enterprise, seemingly unaware that the method and extent of the process she undertakes she has already determined.

Progress is by individuals

NOT that her method is without its good points. Far from it. There is certainly value in human contacts; but the belief that thinking is done in the mass, and that struggle for achievement on high levels is not painful and solitary and prolonged are fallacies of our age. Mass action can never count for so much, and individual effort for so little, as the modern American appears to believe.

Mass determination, in the final analysis, must lead to the scaling down, rather than up, of the mean level of human values. Perhaps such

a trend is always inevitable in a democracy; but this admission is not equivalent to saying that the individual shall not be allowed freedom in some degree commensurate with his powers—freedom to progress at the speed of which he is capable, unimpeded by the group; or that effort and ability shall not be entitled to their need of recognition. Yet such tenets today come dangerously close to being the net product of mass thinking, and educational programs seem to have substituted for the sturdier, early formula of "What can you do?" the strange new one of "All is yours—without obligations."

For evidence of this trend, one has only to look at any average public school program, the incredible proportions of which are a tribute to the ingenuity and industry of schools of education.

"Give us an enriched curriculum," we have entreated them, we average parents, at those disconcerting moments when we discovered that, contrary to our conviction, the best in current offerings was too good (that is, too difficult) for us and ours. What we meant was, "Make it easier." And they have obliged us, even supplying with the new offerings a new phil-

(Continued on page 104)



MANAGEMENT today is tacitly admitting that one of the fundamental dogmas of all the radical schools is true.

The radical critics blame most of the shortcomings and ills in industry on the supposition that the one basic motive of management is to operate business for profit in the narrow sense. Management, on its part, seems to be controlled by a similar idea regarding employees. Practically all of its industrial relations activities, particularly its actions in the present crises, are obviously dominated by the conviction that the only important desires of workers are those which money will satisfy.

As usual, the radical interpretation is naive and oversimplified. But when management, the responsible party, adopts this attitude toward employees as a working principle, it is echoing this oversimplification and, by its actions, surrendering to this

philosophy. By implication it is admitting its own interests to be merely financial.

That employees are interested only in money is heard all too frequently in oral expressions from executives. It is, of course, not expressed just that way in public statements. No business leader, apparently, has recognized financial demands as symbols of resentment against lack of satisfaction of other fundamental desires. But this interpretation, substantiated by all considered experience as well as by concrete research results, cries for recognition.

Management today faces definite alternatives. It may accept the widespread unionization that threatens, and console itself with the idea of a new stability. But its feeling of relief can last only until the added costs of such "stabilization" bring a vigorous attack from a new source—the consumer, already awakened and

likely to grow angrily defensive.

Unionization will not eliminate the subtle abuses that are the true causes of human friction in industry. In essence, the union merely provides a means of punishing management for the existence of these causes. Punishment takes the only possible form—that of frequently recurring demands for more money.

The consumer will pay

UNDER unionization the frictions remain; the resulting wastes continue; production will be little, if any, increased. It may even be reduced. The only difference will lie in added costs to consumers because of the union's financial demands.

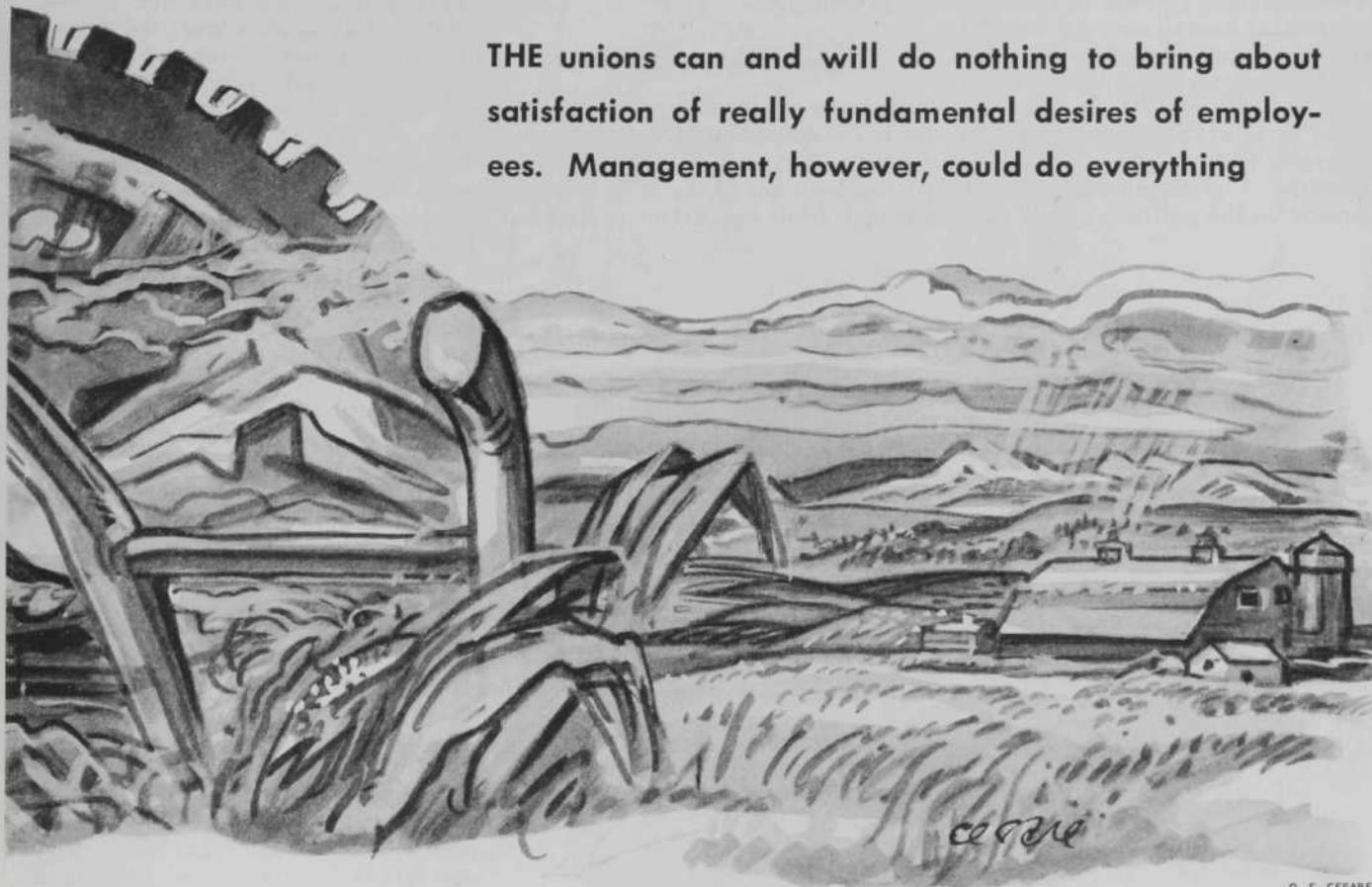
The union movement, with its new and powerful impetus, makes no bones about its intention to obtain a larger "share" of the financial returns of industry. But it will get more

The Blind Spot in Labor Relations

By J. DAVID HOUSER

President, Houser Associates, Industrial Analysts

THE unions can and will do nothing to bring about satisfaction of really fundamental desires of employees. Management, however, could do everything



O. E. CESARE

than a "share;" no mere percentage will satisfy its demands. The penalty is more likely to be paid by the consumer in increasing amounts.

The unions can and will do nothing to bring about satisfaction of really fundamental desires of employees. Management, however, could do everything. If only a reasonable part of the possibilities were realized, there would be no function for unions and no appeal to employees.

The central issue is the recognition of dominant needs. Failure to recognize these needs has been responsible for enormous wastes. If the philosophy of management continues de-vitalized by the acceptance of crude simplicities, industry must, under increasing unionization, operate at the level of two armed camps.

On the other hand, by basing employee relations upon a more realistic recognition of what men and women want from their work, management

could utterly transcend the unions.

Nowhere recently has there appeared the degree of imagination necessary to recognize the underlying issues of employer-employee relationships and to build programs which will meet subtle but all-powerful needs. Rare indeed in its clarity and insight was a statement, made more than ten years ago, and credited to Charles M. Schwab:

The development of men

THE importance of developing men in industry cannot be overemphasized. Altogether too many workers have had to do routine jobs, unrelieved by variety or change of scene. We have got to work out a plan whereby men, even in the subordinate ranks, may obtain some sense of achievement out of routine tasks.

We have got to devote ourselves to the problem of making men happy, not through making life soft and easy, but by so using the implements and facilities that science has placed at our disposal that men, through their work, can real-

ize a larger life and take a greater zest in their workmanship.

This philosophy goes to the very heart of the problems of 1937.

A truer generalization about what men want is needed. It must recognize the powerful need for dignity and meaning in labor. There is evidence that this demand is real, insistent, even irresistible, that it is strongly operative in every type of business and dominates the thoughts and emotions of every employee from laborer to president.

What the employee wants in the situation where he spends half of his waking hours and most of his energy is exactly what every human being asks of life: respect for his personality, his human dignity, an environment that he comprehends, and a sense that he is progressing.

These things may seem abstractions but they are the most intense actualities. They are forces so power-

ful that, if ignored or frustrated, they cause strong resentment. The duty of industrial administration to provide for them lies at the heart of industrial relations.

Individual significance! How often workers complain of being a mere "cog in the machine"! How much has been said of the harmful effect of human automatism in industry! How ever-present is the recognition of the necessity for self-respect for executives—and how utterly ignored is it for the rank and file!

Understanding! There is no more fundamental human craving than to know *why* things are done when they directly affect us. It is a keen affront not to be told, and yet how characteristic it is of treatment given to employees.

Growth! A profoundly significant comment on the entire problem falls

from employees' lips when they speak of "not getting anywhere." If we seek one generalization to sum up the causes of organization resentments and low morale, we have here the answer. Life is obviously change, movement, progress. The basic urge for the individual is to feel that, as he grows in years, he is also growing in both personal, inner satisfaction and in the estimation of others. This desire can be satisfied not only through promotion. There are unrealized opportunities for growth in the present jobs.

Consider the other fellow

THE basic principle in all social ethics is consideration of the other personality. Recognition of this principle has been one of the keys to man's advance from barbarism to civilization.



"My craving for decent consideration is unsatisfied; I have little opportunity for self-realization in my work"

tion. It is the essence of democracy's demands upon its institutions, and the extent of its violation measures the strength of disapproval of these institutions.

Employee resentment arises, not because of management's profit desire, but because it permits executives to commit one of the most fundamental of human blunders—that of neglecting the means for the end. At each organization level human hands and brains are essential. *People* are the means through which the organization's ends are accomplished. But at each level the executive is engrossed in his responsibilities for cost and output. His methods are chosen to lead directly to these ends, and involve but little consideration for the human means—his subordinates. His attitude is logical. No responsibility for these needs is imposed on him.

Respect is paid to physical materials, but not to the nature of human beings. The ego motive, not the profit motive, dominates. No genuinely intelligent profit motive would admit such practices.

Nowhere, apparently, is there deliberate intention to violate the integrity of personalities or to frustrate the desire for significance. On the intellectual level there would be complete agreement as to the value of considering human needs.

On the behavior level, however, these needs are actually almost completely disregarded. Workers are often employed without inquiry as to where they would like to work. They are trained, if at all, by the pure lecture method; little attempt is made to discover if they feel unsure of themselves in their new work; they are left in the dark as to channels of promotion, how to qualify for better jobs, or the basis for wage and salary scales and increases; they are left in complete ignorance as to "how they stand" with their superiors. "Rules and regulations" are often extremely despotic.

But it is the day-to-day personal relationships of supervisors and subordinates that provide the strongest excitants of keen emotions of frustration and insignificance. Curt, inconsiderate orders; humiliating rebukes, omission of information vital for proper performance of work—these are everywhere characteristic of departmental supervision.

The employee cannot find words to say:

My sense of personal significance is offended; my craving for decent consideration remains unsatisfied; I have little opportunity of self-realization in my work.

If he could, management might be
(Continued on page 108)

"Cooperation" at the Crossroads

By ELLEN NEWMAN



THE author of this article writes from practical experience. For years she has operated a store in a small middle western town

IT IS ESTIMATED that more than 75 per cent of the output of American factories finds its way to consumers through independently owned retail stores. Scattered along the highways, some in the suburbs of cities, but mostly in the country towns, are thousands of small merchants who sell almost everything.

Most of us are in these businesses because we grew up in them and don't know how to do anything else; or, because we inherited them and have not been able to get rid of them; or, because observation has led us to believe that this is a pleasant way to live. Many of these small businesses are family concerns. The pay roll, such as it is, is kept in the family. Frequently rooms over the store or in the rear serve as living quarters. Overhead is reduced to a minimum. We ought to make some money.

Where are our profits, if any? Our mortality rate is extremely high. In our conventions we talk about the reasons for so many failures. We say that we are undercapitalized, that the bankers are squeezing the life out of us because they will not lend us money. We tell each other that we

If we would watch our own profits we wouldn't have to worry about what our competitor was doing

are monkeys on sticks, climbing as the manufacturers and wholesalers and money lenders pull the strings.

We explain that we cannot make sales because drought and floods and chinch bugs ruined the crops and the farmers have no money to spend. We cry loudly because the city stores are taking business away from us and we write to our congressmen beseeching them to legislate in our favor.

Cannibalistic business

WE IGNORE the real reason why so many of us fail each year. In plain words, we are eating each other up. Frequently, those who cry the loudest in conventions are the most cannibalistic.

We are occupied mainly, not with selling our own merchandise, but with keeping our competitors from making any money out of the sales

they make. If the independent merchants in any community worked together to present a solid front to the buying public, we would have nothing to fear from the outside world. During the depression, we clung to each other as one drowning man to another. In those doleful days it wasn't worth while getting mad at a competitor. Nobody was selling anything, anyhow.

But now that prospects are brightening, we're out once more to see to it that nobody makes any profit out of the business we don't get. Such a policy works out to ruin all of us.

It is entirely possible to get business on a basis that makes us poorer instead of richer. I know a blacksmith who cut prices and got more business than he could handle alone. He employed another smith. The two of them were busy long hours. Farmers came from miles around because

they could get a 50 cent job done for 35 cents. Everything went well until the owner of the shop discovered that he could not meet his bills. He was paying his hired smith on a day-labor basis and his supplies were costing him the same old price. The more work he did the more he spent for electric current to run his machines and for materials.

The fight of two dealers

NOT long ago in a small town two dealers were selling wire fencing. One day one of them, Mr. Coggs, seeing a load of wire being hauled away from the store of Mr. Diggs, his competitor, decided that this had to stop.

He advertised the next week that he would sell wire at a price that was one cent per rod more than cost. Mr. Diggs saw the advertisement and the next week he cut to cost. The next week, Mr. Coggs was a cent below cost. Mr. Diggs met that price and advertised that he would meet any price made by any competitor. Mr.

with his wholesalers. When they finally closed up Mr. Coggs, his reaction was one of satisfaction:

"This sure cost Diggs a lot of money."

And Diggs rubbed his hands together and said, "Well, we finally finished him off."

Now Mr. Diggs looks over the diminishing tax rolls of his county and breaks into a cold sweat when he realizes that every year fewer and fewer taxpayers are left to meet the cost of maintaining a public school, of sweeping the streets, of putting out fires and giving banquets for distinguished visitors. When he helped to put his competitor out of business he also killed off a partner in the business of maintaining his government.

One handicap which the rural merchant has to overcome is the farmer's attitude toward prices. Statistics prove that there is a direct relation between farmers' income and factory pay rolls. In other words, when the farmer has money with which to buy the output of the factories, the labor-

ready an accomplished fact on many a midwestern farm.

Farmers are going to have their fair share of the national income and they are going to spend it to help make good times for the men who earn in the factories and in the stores.

Fair prices are necessary

BUT, to do his part toward making this prosperity general, the farmer must learn to pay a fair price for the things he buys. A cut price eventually means starvation wages, business failures, men out of work and, finally, below-cost-of-production prices for farm produce. We small merchants in the farming regions have the best opportunity in the world to make ourselves the apostles of fair profits for everybody. We come into direct contact with the farmer and we have his confidence. We should be talking to him about the changing social and economic world. We should be making him pay prices that guarantee living wages for our employees and make it possible for the factories which make our merchandise to keep men on their pay rolls at wages that afford them full dinner pails.

Do we preach this doctrine? Rather not! We are still talking hard times. A man with money in his pocket would be ashamed to spend it in our stores. We send our customers to their mail order catalogs, to write out their orders in secret. Every picture in the mail order catalog winks an eye and crooks a finger that says, "Come and get me." Our store windows would be glad to do as much for us if only we would give them the chance.

We are fairly intelligent. It is not hard to convince us that we ought to maintain fair prices. But it gnaws at the soul to sit in your store and watch your old customers driving away from a competitor's place of business with load after load of merchandise. It is not easy to stand by and see this happen day after day when you know that the only reason they are patronizing him is because he is underselling.

Intelligence has little to do with it. It is just human nature to retaliate by going out and getting back those customers by fair means or foul. And that's what we are trying to do.

Our most serious fault is that we spend too much time watching competitors and too little getting out and selling our own stock. Successful merchandising today is taken into the homes of our customers. We first select the merchandise that we feel is suited to our trade territory, then we set about making a market for that merchandise. It is our job to convince

(Continued on page 114)



Coggs knew that Mr. Diggs had more money than he had, but that did not deter him. He went lower and lower, Mr. Diggs following him all the way. Truck load after truck load of fencing left that little town, every rod making the one who sold it poorer.

Eventually Mr. Coggs ran out of money and could not pay for the wire he had already sold. The depression swept away some of Mr. Diggs' investments and he, too, got behind

ing man also has wages with which to fill his dinner pail with the good things raised on the farm.

There is a deepening consciousness that no select group of Americans can enjoy economic ease unless all classes and industries are proportionately prosperous.

We are entering a period when we will work shorter hours to earn a better living. With power farming equipment, a shortened working day is al-



Policeman stands guard to see that no one enters or leaves until crop report is made public

The Padlock on Crop Reports



On day of crop report release the Board compares its own information with sealed reports from Agricultural Dept. agency offices

THE importance of the Government's monthly grain crop reports and its seven cotton crop reports is so great to the nation's financial centers that such extreme measures as sealing shut the window shades to prevent signals and locking up the Reporting Board to prevent any one leaving the room are general practice.

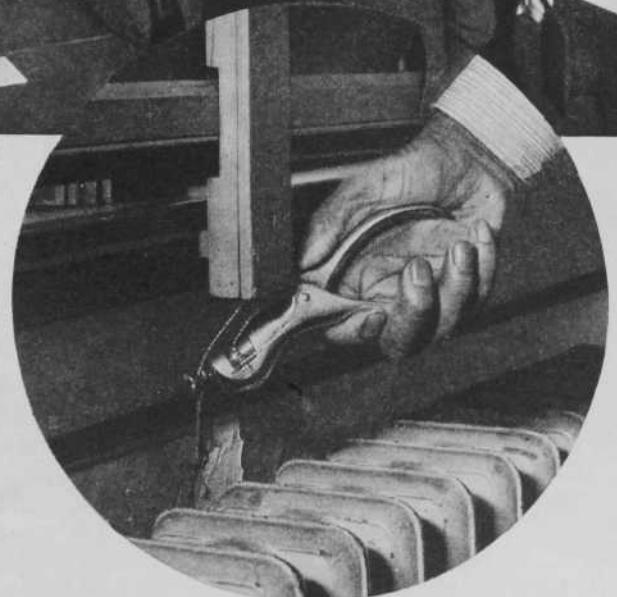
The Department of Agriculture's reports cover more than 70 crops and all kinds of farm live stock. The information from which the reports are made comes largely from about 300,000 correspondents, most of whom are farmers working on a voluntary basis. This information is sent into the Department's numerous field offices where it is compiled and relayed to Washington and compared with direct information obtained from other sources.

On January 1 of each year the Secretary of Agriculture issues a series of regulations which fix the date and hour that each report will be released throughout the year. On the day the report is to be released the board meets in a locked and guarded room in which telephones and buzzers are disconnected and windows sealed. About two minutes before the report is to be released the chairman leaves the room under guard and goes to another room where telephones and telegraph instruments are installed. A copy is placed face down at each instrument for the information of each reporter who rushes to his instrument when the final signal is given.

All grain reports are released after the exchanges are closed. The cotton report is made public during trading hours, but the cotton exchange closes five minutes prior to release of the report and does not open until 15 minutes after it has been put on the wires.



Report has just been released and recipients rush to communication instruments



Window shades of Board Room are sealed shut to prevent signaling of advance information



A FEW of the tax-free government properties that occupy 38 per cent of Washington. 1, Lincoln Memorial; 2, Federal Reserve Board; 3, Public Health; 4, War and Navy Departments; 5, new Interior Department; 6, old Interior Depart-

ment; 7, White House; 8, \$50,000,000 Federal Triangle; 9, Bureau of Engraving; 10, Agriculture Department; 11, Smithsonian Institution; 12, Capitol; 13, Senate Office; 14, House Office; 15, Congressional Library; 16, Supreme Court

Washington, a Capital that Went Boom

By GEORGE E. ALLEN

Commissioner of the District of Columbia

AS GOES government, so goes the nation's headquarters. Lush growth of the public establishment has added millions to business revenue in a city whose chief industry is government

UPON Washington, *the City*, as distinct from Washington, *the Capital*, hangs a tale of municipal development as amazing as it is little known. Schoolboys and businessmen alike are familiar with the *Federal City*—the Washington of government buildings, statues and monuments. Few have more than the vaguest conception of the *Commercial City*—the Washington of 619,000 inhabitants, a monthly pay roll in excess of \$35,000,000, and an annual retail trade of \$400,000,000—or \$646 per capita.

Tell the average non-resident of Washington that the Capital ranked second only to New York City in construction in 1934 and 1935 and you'll probably start an argument. While the average citizen can appreciate the cost and extent of Government construction, he probably will question the staggering amount of private building.

Tell him that guests spent \$15,000,000 in Washington's 76 hotels in 1935—a figure exceeded by only four other cities (New York, Chicago, Los Angeles and San Francisco), and he'll probably walk out on you—leaving the check.

Because he, like thousands of others, is prone to regard Washington as a "small town," nestled in the shadow of colossal government buildings—a parasitical town that sinks into business lethargy the moment Congress goes home.

Although the history of the District of Columbia is generally known, a glimpse into the past may assist in understanding and interpreting the



Government pay rolls total \$19,000,000 of the city's total of \$35,000,000 monthly. Shoppers spend \$646 per capita a year, second highest in the nation

unique position that the Capital—and the city—have assumed in the national consciousness.

A riot of mutinous soldiers of the Continental Army in 1783 in the then capital at Philadelphia was responsible for the idea of establishing a capital city which would be free from threats of intimidation from mobs and armed minorities.

Shortly after the riot, Sen. Elbridge Gerry of Massachusetts introduced a motion in Congress suggesting the Georgetown area on the Potomac as a site for the capital. Sectional jealousies for four years

prevented carrying out this plan. Both the North and South wanted the new capital. For a time there were whispered threats of secession.

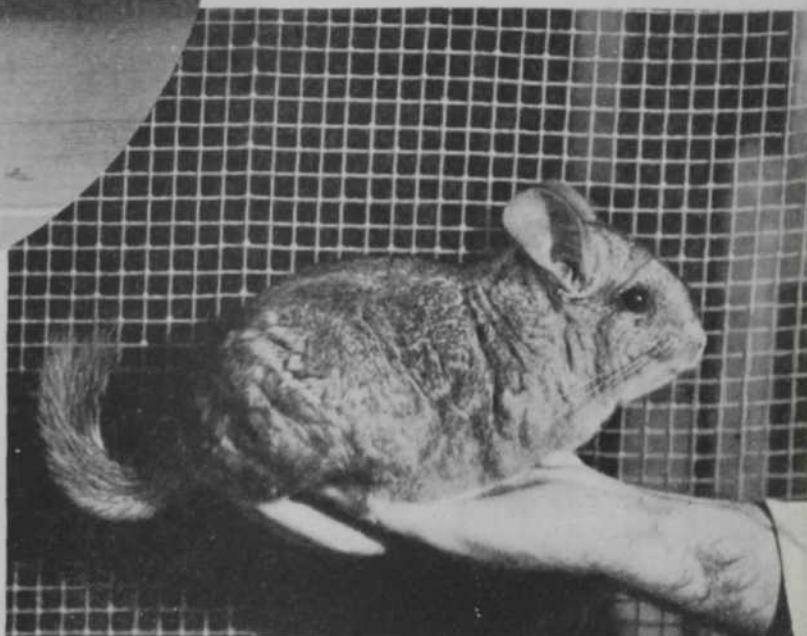
Finally a compromise was reached whereby Thomas Jefferson agreed to persuade southern delegates to vote for the assumption by the Government of debts contracted by the states in the War for Independence and Alexander Hamilton agreed to persuade the North to accept a southern site for the Capital.

The Compromise Act, popularly known as the "Residence Act," be-
(Continued on page 99)



The Rodent

All visitors must sterilize their shoes before entering the chinchilla cages



FURTHER evidence that the ingenious and persevering who want jobs can frequently find them even in the most unlikely places

WHENEVER Nature has adorned one of her creatures with a beautiful pelt, colorful feathers or anything else that lends itself to the commercial purposes of man, that creature is usually doomed to extermination. There is no want of illustrations.

Our ancestors practically exterminated the beavers to make a lot of ugly hats. The crews of early sailing ships clubbed the last flightless dodo to death on the Island of Mauritius for a certain stone, useful for sharpening clasp knives, that the bird always carried in its digestive tract. The American bison, the passenger pigeon, the flamingo, the scarlet ibis, the plume-bearing herons and egrets, the fur seal of Alaska, the musk deer of the Himalayas, all have either been exterminated or were saved only by intervention of conservators.

Such things were known by M. F. Chapman, an American mining engineer, who was busy taking copper out of the ground high up in the Andes of Chile while the nations of Europe were fighting the most devastating war of history. While his education and business experience had been primarily in the field of geology and mining, his hobby was zoology. For many years he had surrounded himself with pets—almost any sort of a creature he could catch and tame in the vicinity of isolated mining camps where his profession took him.

He had heard of a strange little fur-bearing

He weighs 20 ounces but he is worth \$1,600. Gold, even at today's valuation, is worth less than half as much



Mr. and Mrs. M. F. Chapman with the cage designed to bring the original animals from Chile. Its center is an ice chest

that's Worth More than Gold

By JOHN ANGUS HAIG

rodent, the chinchilla, once abundant in the cold, bleak altitudes of Chile, Bolivia and Peru.

By 1915, this animal, cursed by nature with a magnificent silvery-gray pelt, had been hunted and trapped to the verge of extermination. Mr. Chapman longed to catch and tame one. But for several years, he never saw one.

Capturing a chinchilla

THEN, one day in 1919, an Indian rode into the camp of the Anaconda Copper Company at Puertrillos carrying a live chinchilla in a five-gallon oil tin. The chinchilla had been in the can 17 days, with questionable food and no water. The Indians of South America believe the chinchilla never drinks water, and the man who brought it to Mr. Chapman demanded payment for the animal before the engineer risked killing it by giving it a drink.

Not only had the chinchilla been in the oil-can for more than two weeks, it had been transported through altitudes varying from 11,000 to 16,000 feet.

The miserable little creature must have lived in a veritable oven by day and a refrigerator by night. The fact that it had survived was sufficient proof to Mr. Chapman that the chinchilla is a hardy animal that should thrive in captivity under intelligent care.

In this thought he had the germ of an idea, destined insofar as he and his family were concerned to become more valuable than several copper mines.

Mr. Chapman knew the history of the chinchilla's persecution. He knew that, shortly after the turn of the century, several hundred thousand pelts had been exported each year. Chinchilla fur was then an important Chilean industry.

He knew that, by 1915, the number had dropped to fewer than 5,000. By 1917, extermination of the animal appeared so certain that the



Sick animals go to the farm's modern isolation hospital but illnesses are few since chinchillas are durable little beasts



A partial view of the pen units at the Chapman farm built after experiments with 12 different kinds of housing materials

Government enacted strict laws for their protection.

Mr. Chapman knew that these laws could not possibly save the chinchilla. Man was no longer the real enemy but one of man's blunders was. Some Englishmen interested in sport had brought the European red fox into the country. The foxes were rapidly completing the work of destruction begun by the hunters and trappers.

So, when he acquired a living chinchilla, Mr. Chapman had a vague idea of saving the species from extinction, and possibly, reestablishing the defunct fur industry by domestic production. He grub-staked a group of Indians and sent them off to bring in live chinchillas. In due time he had two dozen Indians so employed—and they combed the Andes for three years before the mining engineer had 11 animals safely in the pens he had built for them at Puertrerillos. Even then, only three of the chinchillas were females!

Knowing that the natives of Tibet dare not drive their yaks down to lower altitudes from 18,000 feet or more without stops for gradual acclimatization, Mr. Chapman arranged a series of stations between Puertrerillos and the seacoast. Then he built an ingenious box with chinchilla pens in the ends and an ice compartment in the middle. In this he housed his precious live stock and came down out of the mountains by a series of short trips. It was a ticklish job, but he completed the trip in one year with his 11 chinchillas apparently none the worse.

Obtaining permits

MR. CHAPMAN was fortunate in being a person of importance in the eyes of various Chilean government officials. Even so, it took weeks of negotiations, diplomacy, champagne and cognac to obtain an official permit to take one dozen chinchillas out of the country.

The skipper of a Japanese ship was far more difficult. Seeking to avoid trouble, Mr. Chapman and his wife booked a whole deck in the ship. But the captain was obdurate. Rules, he declared, specified that all pets or livestock must be carried in cargo holds. The chinchillas would have to go below, an action which Mr. Chapman knew would be tantamount to heaving them over the side. Something had to be done. Thereupon, Mr. Chapman recruited 11 friends, had each one put a chinchilla in his pocket and come aboard the ship as a farewell visitor. The refrigerator cage was carried into a cabin disguised as a trunk.

With the ship at sea and the chin-

chillas in a cabin with plenty of ice and electric fans around them, Mr. Chapman served notice upon the skipper that the animals were worth a million dollars. If anything happened to them by reason of the captain's interference, he would libel the ship for that amount and hold it in Los Angeles Harbor until the money was paid.

Furthermore, if the captain caused the death of a single chinchilla, the owner of them would take criminal action against the captain—an action that would cost him his job. And if a single chinchilla died in any part of the ship, except in the cabin where he had them, he, M. F. Chapman, would personally mop up a couple of decks with the captain and his gold-braided uniform!

It worked! Nothing further was heard about chinchillas not being allowed in passenger cabins.

For three weeks, as the ship crawled up through the Pacific, Mr. and Mrs. Chapman took turns standing watch over the chinchillas 24 hours each day, cracking ice, oiling



R. E. Chapman owns most of the chinchillas in the world

the fans—and praying. They heaved long sighs of relief when, at last, the 11 chinchillas were safely in the pens in the back yard of their home in Los Angeles.

During the next three years Mr. Chapman accomplished a feat of animal acclimatization no less amazing than some of the plant transformations of the late Luther Burbank. One of his most difficult problems was to induce the chinchillas to realign their lives with the calendar of the North

Temperate Zone. Arriving in California in February, 1923, the animals were already beginning to put on heavy coats in preparation for the cold Andean winter. By May when Southern California really begins to get hot, the chinchillas were dressed for sub-zero temperatures. They were miserable little animals during the summer of 1923. They became languid and sickly; and they lost all interest in normal sex life.

Adjusted to a new calendar

DURING the first year Mr. Chapman was gloomy, perturbed and somewhat discouraged. But he refused to abandon the experiment. Hope sprang anew when, in 1924, the animals readjusted themselves to the reversal of their calendar and discarded their Puritanical snootiness toward sex. Soon baby chinchillas were running around the pens like animated, down-furred, semi-rabbit-eared, squirrel-tailed, little wood rats.

In 1923¹, man's knowledge of the habits of the chinchilla was little more than Indian legend and hearsay.

For this reason, every step of the Chapman acclimatization and domestication experiment had to be accomplished by trial and error. There were a thousand problems involving food supply, housing, breeding and adaptations to domestic environment.

The question of proper housing was one of them.

No one knew certainly just what sort of living quarters chinchillas occupied in their native habitat, although there was reason to believe that they lived in natural holes or crevices in the rock. Mr. Chapman dug burrows into the side of a hill. The experiment failed. He tried building houses of cement. The cement house was too damp. He built houses of adobe brick and they were not satisfactory. He built houses of telephone conduit tile and found they had certain shortcomings. Over a period of several years and at an expense of many hundreds of dollars, he experimented with 12 different types of housing.

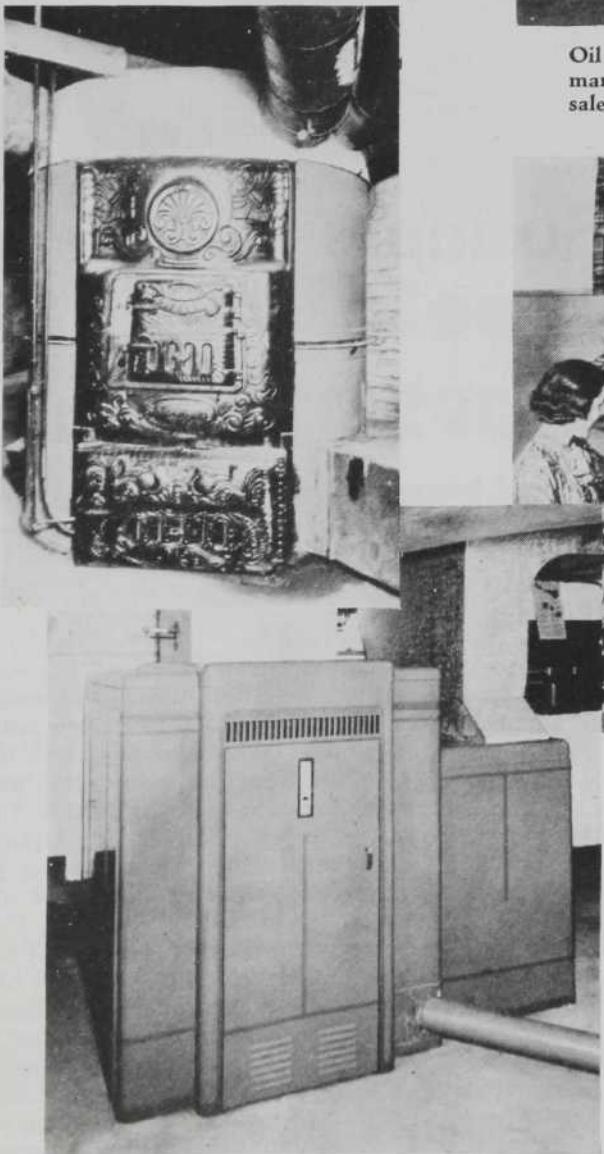
Finally he decided in favor of
(Continued on page 124)

¹Much invaluable scientific aid has been rendered to the Chapman enterprise by the United States Department of Agriculture through its representative, Dr. Edward L. Vail, and by the California State Department of Agriculture through its representative, Dr. L. M. Hurt, of the Los Angeles County Live Stock Division. These federal, state and county departments of government have recognized the commercial importance and future possibilities of chinchilla breeding and have extended every possible cooperation in solving the problems which are an inseparable part of pioneering a new and heretofore unknown form of domestic animal husbandry. This footnote was added at the request of R. E. Chapman, J.A.H.)

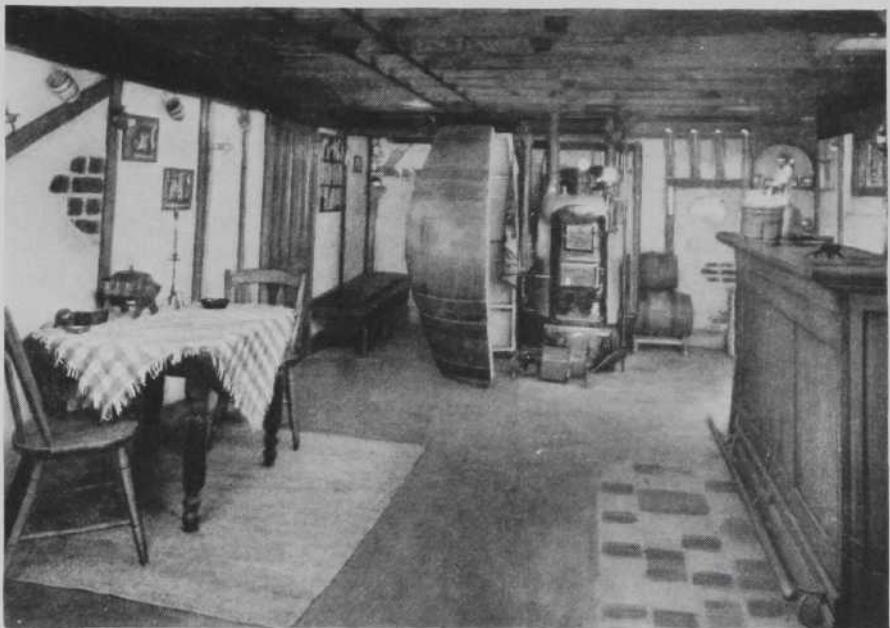
The Basementitorium is a Best Cellar

AMERICA is digging in. The drab, dirty, dingy cellar of old is being transformed into a cheery, airy basement modern. The cellar is having its face lifted with a load of vanishing cream in the form of paint, building boards, electrical fixtures, drapes and modern household trappings. This change of face has begotten a more respectable name. Cellar is too low-brow for the basement beautified. The modernizers have a word for it—"basementitorium."

Basement planning has definitely arrived. Department stores selling automatic heating devices provide a basement planning service for those wanting to Cinderella the cellar. The basementitorium idea often closes a sale for automatic heating equipment when other appeals lack the necessary combustion. Automatic heat dealers are modernizing the cellars



Before and after. Old type furnace changed to modern layout with plenty of head room. Note worm conveyor of automatic stoker at lower right



Oil burner masked with mammoth wine barrel on casters. Since repeal many bars have gone into modernized cellars—unique basements add to sales value of slow-moving properties



Playroom in basementitorium keeps children off streets

under their showrooms to visualize cellar modernization. Gas companies are exhibiting studio settings showing planned basements twinned with planned kitchens. Some enterprising merchandisers of basement goods are staging beauty-and-beast views of the cellar, before and after. Even builders and real estate men are tying their selling appeals to the basementitorium. Many newly constructed homes are featuring the cellar reborn. Real estate men are finding that cellar modernization is one way to speed up sales and rentals.

A serviceable basementitorium may be had for \$500, including modern heating, purchasable on installments. Modern heating equipment has come down to the small home owner's pocketbook. That's why the small home owner is going down to the basementitorium. In fact, the basementitorium offers the

(Continued on page 111)



His wife and son told him theories that they read out of books

The Bewilderment of Business

By GEORGE E. SOKOLSKY

DOES business have a social responsibility beyond the mere production of honest goods at fair prices? Two men reveal their points of view

PAUL PENNYPACKER, Marty Goard and I were drinking beer and arguing about business. You know, just as ten years ago, it used to be fashionable to argue about Communism and Socialism. Today it has become an indoor, and for that matter, an outdoor sport, to discuss "What's wrong with American business?"

Everybody has his own ideas about that, including the American business man himself—who takes a load of abuse along with taxes, investigations, restrictions, labor troubles and everything else that come upon him these days.

Well, we three get around generally to meetings and conventions. I don't need to tell you about myself, because I am only the stooge in this story but let me tell you something of Paul Pennypacker and Marty Goard, so that you can understand why they differ about things.

Paul Pennypacker did two things when he left college: he got a job and he got married. His job was in industry and he knew that he would come

up rapidly because he was an engineer, he was good to look at, he spoke well, and he possessed that admirable quality known as "go."

His wife was a fitting mate; smart, well read, educated, small-townish but adaptable. Mrs. Pennypacker definitely wanted to help her husband get on, and she so organized his social life that everything they did helped his career. Even such simple pleasures as bridge and golf served to make him more popular and to place him exactly on the right spot, so that when vice presidential lightning appeared in the sky, it would strike Paul.

It did. He rose rapidly. During the boom, his company expanded. There were amalgamations. Paul Pennypacker's department became pivotal in the business. Bankers spoke well

of him as "a coming man." His competitors regarded him as the smartest executive in their field. New issues were made by his company and a new board of directors came into being which included some big names in industry and finance. The "old man," whose name the business bore, became chairman of the board and wintered in Florida.

Paul Pennypacker was now president of his company, director of a number of other companies, president of this association, vice president of that association, and a rich man.

Mrs. Pennypacker no longer lived in the mill town. The head office was in the city and there the Pennypackers entertained their friends. Paul Pennypacker's son was at college; his daughter was doing music in Paris. They belonged to everything that

NEW FANFOLD MACHINE

Burroughs



There's Less for the Operator to Do!

Users of fanfold machines are amazed at the simple, automatic action of this remarkable new Burroughs Fanfold Machine.

They quickly realize that it cannot waste costly time—that it does not waste physical effort.

See for yourself how it will enable your operators to sustain high-speed production with much less effort, thereby lowering your costs of handling fanfold or continuous forms of any kind. Ask for a demonstration.

MAIL THIS COUPON!

BURROUGHS ADDING MACHINE COMPANY
6009 Second Blvd., Detroit, Mich.

I should like to know more about this new Burroughs Fanfold Machine.

NAME _____
ADDRESS _____

JUST TOUCH ONE KEY—

Carriage Opens
Automatically!

Forms are Released
Automatically!

Carriage Returns
Automatically!

Carbons Shift
Automatically!

Then—as the operator removes
the completed set of forms—

New Forms Lock in Place
Automatically!

Carriage Closes
Automatically!

**THE MACHINE
-NOT THE OPERATOR-
DOES MOST OF
THE WORK**

good people belonged to and newspapers published interviews with Mr. and Mrs. Pennypacker on current problems.

The depression distressed Paul Pennypacker. In the first place, he could not believe it. This thing was impossible.

He blamed Hoover. He blamed prohibition. He blamed Europe. But he was sure that it would not last. He would sit in his club and at board meetings in 1930 and 1931 and all his colleagues and friends said the same thing:

"All we have to do is to cut down operating costs and spread the work and we shall pull through."

But the fact was that the considerable accumulation of property which Paul Pennypacker had achieved by hard work was dissolving. He had to call his girl back from Paris; he had to check his household expenditures.

But what worried Paul more than anything was to see worker after worker laid off. Not only men in the office, but men and women in the factory. When Paul Pennypacker joined his firm, it was a small concern and he knew nearly every one of the old hands. It hurt him to see them go. He tried firm charity. He helped many out of his own funds. He wanted to give everyone a square deal.

Then came 1932. It was the year of hope. Then came the NRA. Parades—speeches—meetings—code authorities. Paul Pennypacker spent more time in Washington than at his desk.

He was working with new implements and he found them puzzling. His business had been built on competition but now competition was to be removed.

The spirit of fight and enterprise was to be taken out of business. Instead each industry was to be cartelized and Paul Pennypacker was at the head of his cartel. He could telephone to a competitor on the other side of the country, order him to come to Washington, lay down the law to him. Paul liked the power but he doubted that it was right to use it. All in all, he was happy when the Supreme Court threw out the NRA and he returned to his own business.

He disliked the "-isms"

HIS experience in Washington made Paul dislike government officials. He had discovered that many men in high places were inexperienced, impractical, wasteful—even foolish. He discovered an alliance between labor leaders and politicians that frightened him. He found a coterie of young men who were frankly proposing to destroy the capitalist system.

Now, Paul Pennypacker could not define the capitalist system. He only knew that he hated Communism and Socialism and Fascism and all foreign ways. But he hated to be called a Capitalist. He hated to be called anything. He was sure that he had never wronged a human being in his life,

that he had earned his money; that he had been just and fair to his fellow men and had contributed to public causes.

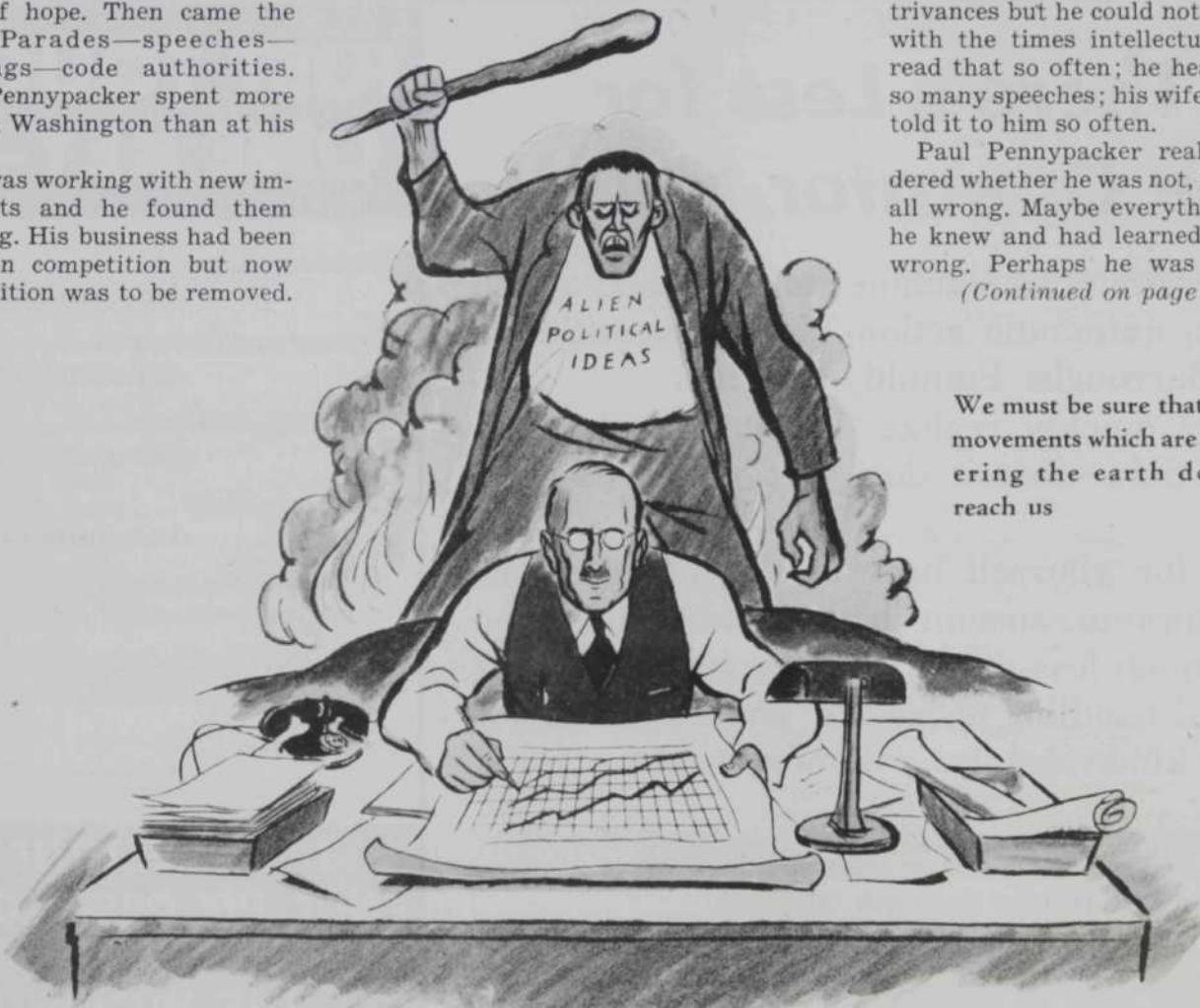
He knew that he was trying to preserve a unit of national production and distribution. He knew that his pay roll could show that he paid men so many per cent more than his competitors and that the hours of work, far from being too many, were too few. He knew that the men who worked for his company held him in esteem.

Why then was he called an "Economic Royalist," a "Prince of Plenty"? Why was he forced to forego building a surplus so that his business could expand and give more work to men and women? Why was he dragged before government officials to testify against himself? He could not understand and, in his anger and anguish, he now blamed the Administration.

His wife, however, did not agree with him. She read all the magazines and books and she put human rights above property rights. Often they would argue, and the son would join in the argument. A new day was dawning, they told him, and he did not understand anything. They loved him but were sorry for him. He was so far behind the times—he could manufacture the most modern contrivances but he could not keep up with the times intellectually. He read that so often; he heard it in so many speeches; his wife and son told it to him so often.

Paul Pennypacker really wondered whether he was not, in truth, all wrong. Maybe everything that he knew and had learned was all wrong. Perhaps he was twisted

(Continued on page 120)



We must be sure that the movements which are covering the earth don't reach us

HOPE CHESTS



-for husbands

REMEMBER the hope chest of grandmother's day? In it the daughter of the house put away linens and finery, trusting they would some day go into the "home of her hopes." According to tradition, the bride who made everything with her own hands earned everlasting happiness.

Every husband should have a "hope chest," too, for the sake of the happiness and safety of his wife and children. In his prized "chest"—his strongbox—he will place his life insurance policies, planned

The Metropolitan issues Life insurance in the usual standard forms, individual and group, in large and small amounts. It also issues annuities and accident and health policies.

The Metropolitan is a mutual organization. Its assets are held for the benefit of its policyholders, and any divisible surplus is returned to its policyholders in the form of dividends.

to afford protection and genuine security to the family, even if something should happen to him.

The most effective type of planning is a Life Insurance Program. It is simple, flexible and capable of making possible the fulfillment of hopes and ambitions.

A Metropolitan Field-Man will be glad to help you start your Program. Telephone the nearest Metropolitan office and ask him to call or mail the coupon.

Metropolitan Life Insurance Co., 1 Madison Ave., New York, N.Y.

Without obligation on my part, I would like to have information regarding a Life Insurance Program to meet my needs.

NAME _____

ADDRESS _____

CITY _____ STATE _____



METROPOLITAN LIFE INSURANCE COMPANY

FREDERICK H. ECKER, Chairman of the Board

ONE MADISON AVENUE, NEW YORK, N.Y.

LEROY A. LINCOLN, President

Copyright, 1937, by Metropolitan Life Insurance Company

No Business Can Escape Change

Business advances by new inventions only as its customers are helped

1 • A WHITE typewriter ribbon makes it possible to type clearly on blue prints or other dark colored paper. The ink is aluminum. It makes attractive direct mail pieces, too. . . .

2 • A CIGARETTE holder of new design gives a cool smoke free from a large part of the nicotine and tobacco tar. A second cigarette in the shank of the holder is used as filter for from 10 to 30 cigarettes—obviously it's easily and cheaply replaced. Pipes are made with a similar filter. . . .

3 • A SPECIAL baking lacquer is highly flexible and adhesive to stand abuse. Its toughness enables it to stand chromium plating and the consequent buffing. Plating solutions act only on highlights that have been buffed clean. Available in many colors, for brush or spray application; requires no primer. . . .

4 • TABLES WITH new type legs readily adjust themselves to uneven floors to eliminate teetering, yet joints are firm. Models are available with or without casters for home, office, restaurants, and other purposes. Legs are easily removable for transporting. . . .

5 • FOR FARMERS a low cost cream cooler takes cream from the separator and cools it instantly. Cold water is the cooling agent. . . .

6 • A MODIFIED silicate adhesive for corrugated paper board has been developed. It can be adjusted to obtain an even penetration into the paper surface and sets at high speeds without extreme heat. . . .

7 • STAPLING WIRE in various colors now offers an economical means of dressing up corrugated or fiber board shipping cartons. It is rust-resisting and is made in all standard stapling wire sizes. . . .

8 • A PROCESS for stitching cold rolled steel sheets up to .05" as well as softer materials can replace riveting in some types of manufacturing. For work in small openings this machine has a special head with all the operating mechanism built underneath. . . .

9 • AN ELECTRIC refrigerator designed to fit under standard height kitchen counters measures 34½ inches high by 24" by 24", yet has almost three cubic feet of storage space and freezing capacity for 44 cubes. . . .

10 • A "STRETCHABLE" cord for hand set telephones is short and compact when not in use yet extends as required. The insulated wires are braided around an elastic core. . . .

11 • FOR THE other fellow's glaring automobile lights you can now get glasses with tiny colored glass shades. With a slight tilt of the head the shades cut out the glare from on-

coming cars or rear-view mirror and still leave the road clearly visible. The shade arrangement is available separately for wear over ordinary glasses. . . .

12 • NEON SIGNS on automobiles are made possible by a converter and transformer operating from the car generator. The transformer has radio interference suppressors. . . .

13 • HELPFUL FOR reducing diets is a new spread for toast or bread which slightly resembles butter in taste but has no fat and no caloric value. It will not become rancid. . . .

14 • A NON-CRACKING synthetic plastic applied to kraft paper makes a waterproof, oilproof, greaseproof, airtight and sanitary paper. The plastic is odorless, non-toxic, and non-tainting; the maker says it can be used in contact with food-stuffs, medicines, and other chemicals without contamination. . . .

15 • A BINDER for paint and enamel is neutral with all pigments, including white zinc and red lead. It holds aluminum in suspension. Highly acid-proof, it can be mixed so as not to become soft under water, as in pools. . . .

16 • A NOVEL automatic telephone dials the number itself when a pointer is set opposite the desired name and a lever is pressed. The regular dial is used for numbers not on the automatic mechanism. . . .

17 • A NOVEL device does double duty as light fixture and insect trap. The diffusing glass globe has sides curved inward to entrances for the bugs which are killed by the heat of the incandescent light. It can be used inside or out. . . .

18 • A RAINCOAT for men that weighs only four ounces is made from a waterproof plastic compound. It is easily carried in a brief case. Available in opaque colors: black, brown, and yellow. . . .

19 • A ROPE combining pre-formed steel wire and hemp strands is said to give resiliency and pliability combined with strength and long wear. . . .

20 • A WEAR-RESISTANT, corrosion-resistant, heat-resistant overlay can now be put on ferrous surfaces by applying a paste and heating by torch, arc, or furnace. Particularly helpful in teeth of excavator equipment and the like. . . .

21 • A FLEXIBLE sealing compound for steel drums, barrels and other containers prevents seepage and becomes insoluble in any material put into the container that does not corrode the metal. . . .

22 • FOR SAFETY'S sake a large warning tag with written explanation has been made for fastening to valves, switches and the like when operation would cause inconvenience or damage elsewhere. A stub, which is detached, keeps track of the tags. . . .

—WILLARD L. HAMMER

EDITOR'S NOTE—This material is gathered from the many sources to which NATION'S BUSINESS has access and from the flow of business news into our offices in Washington. Further information on any of these items can be had by writing us.



PHOTOGRAPH BY JOHN PAUL PENNEBAKER

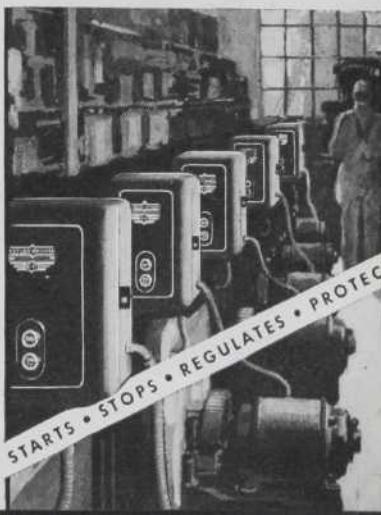
WHEN IT COUNTS MOST

those crucial moments when games are
her won or lost, all eyes are on the
pitcher. And what happens, depends largely
on just one thing . . . his control. A bit too
de—a bit too low—a bit too high—a
bit anything wrong—and the score board
registers the price of faulty control.
It's always that way with control . . . whether
it's on a baseball diamond or on one of
industry's millions of motorized machines.
When the squeeze is tightest, the going is
hardest, the penalty is toughest—faulty con-

trol throws away what time and money and
effort have gained. Every thinking executive
knows this is true and recognizes the danger
of casually accepting any kind of Motor
Control. That is why so many factories have
standardized on one make . . . Cutler-Ham-
mer Motor Control. You, too, will find most
builders of electric motors and all progres-
sive machinery manufacturers recommend it.
CUTLER-HAMMER, Inc., Pioneer Manufactur-
ers of Electric Control Apparatus, 1251 St.
Paul Avenue, Milwaukee, Wisconsin.

You Own Some Cutler-Hammer Control

Cutler-Hammer builds Motor Control in a
thousand different forms. Regardless of its
use . . . whether it serves in the roar of
a factory, in the confines of a submarine,
or as the cold control on your household
refrigerator, it starts, stops, regulates and
protects motors to save time and expense.



CUTLER-HAMMER  MOTOR CONTROL

Business Hits the Trail



Trailers bring display room to customer



PHOTO BY MAC GREGOR AND COMPANY
A traveling sales room on wheels serves double duty as an attractive bill board and effective display room



PHOTO BY HUGHES COMPANY
May Oil Burner Corporation uses trailer interior to show model set-up and mechanical details of their product



Easy access and novelty make it possible to reach customers not otherwise accessible, with actual specimens and demonstrations

BUSINESS of all sorts and sizes is donning wheels to hit the trailer trail. Commercial trailers are on the highways to carry displays of merchandise to every corner of the nation.

A trailer beauty parlor may park in your wife's driveway and await her entry for a marcelle or permanent wave. A sporting goods shop may come to you in a trailer and bring a wide assortment of rods and reels to pick from before you start on a vacation. Piano manufacturers use them to take pianos to communities that lack concert halls and music teachers use them to give lessons outside their students' homes.

The United States War Department is using commercial trailers as part of its Air Corps equipment for use with radios in air work. The professions are using them as traveling clinics and as touring religious units such as shrines and missions.

Electrical equipment, drug supplies, men's and women's wear, photography and multi-graphing, automotive products and service, radios and outboard motors, rugs and furniture cleaning, insurance and heavy machine tools are but a few of the wares and services wheeling through the country today in commercial trailers.

—JOHN WINTERS FLEMING



"COMPTOMETER" ECONOMY

CONVINCED
BRIGGS

A "going concern" needs "going equipment." You will be interested in the statement by the General Auditor of the Briggs Manufacturing Company, makers of bodies and stampings of nearly half the passenger cars produced annually throughout the world, and of Briggs Beauty Ware plumbing fixtures:

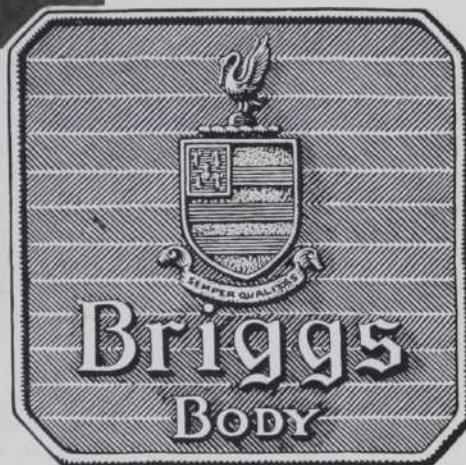
"We handle **all our figure work** on the 'Comptometer'—costs, payrolls, sales, time-study work, factory production, statistics, and general accounting.

"In the highly competitive automotive and plumbing industries, costs must be carefully watched. The record of our experience over a good many years has convinced us that our figure work can be handled most economically on the 'Comptometer.' This outstanding

economy is the result of **high speed and extreme flexibility** combined with **accuracy**. The ingenious Controlled-Key on each machine makes it almost 'fool-proof' in operation.

"The excellent service and suggestions by which the 'Comptometer' organization helps us to meet the demands of expanding business is another big reason why we have standardized on 'Comptometer' methods."

To learn why so many progressive businesses, large and small, are "sold" on "Comptometer" methods, permit a representative to show you (in your own office, on your own job). Telephone your local "Comptometer" office, or write direct to Felt & Tarrant Mfg. Co., 1712 N. Paulina St., Chicago, Ill.



Standard Model J "Comptometer"

COMPTOMETER

Reg. U. S. Pat. Off.

Washington and Your Business

By HERBERT COREY

This Offers a New Puzzle

were experiencing a whirling sensation, accompanied by pains in the cervical region. The speaker is considered the chief spokesman for the Administration in matters pertaining to trust-fighting and the interpretation of the Constitution. He told the business men:

Hereafter corporate issues may be considered on the basis of social desirability in addition to financial soundness.

No definite rules were laid down by which social desirability might be achieved. Nor was the term "social desirability" clearly defined. Nor was it explained how the investor could be coaxed into putting his money into a socially desirable enterprise if he thought it would not pay.

A Finger Shaken In Their Faces

THE talk was wholly off the record, and of an informal, chatty, social style. The spokesman indicated that hereafter taxation would be framed with an eye to the control of business. Government control as planned will be more comprehensive and may include a censorship of the mails and other means of communication. Business was warned that honesty, efficiency, courtesy, willingness to oblige will not be enough hereafter. "The human element must be considered." A man who has made a success of a small business may find himself barred from selling out to a big business.

Killing Rabbits With Artillery

SOMETIMES the game isn't worth the powder and shot and the noise scares the rest of the rabbits out of the county. An elderly widow wished to sell her printing business to the manager, in compliance with her husband's expressed wish. The manager was to be permitted to pay for it out of the profits. Widow and manager discovered that the tax laws made the proposition impracticable:

"They will have to find some way to cheat their way around the law" said the man who knows the story.

It would be "socially desirable" for the young fellow to buy the business on credit. But a tax law written for the purpose of getting the last buffalo nickel has interfered with commonsense.

This Joke May Be on the TVA

THE TVA has done most of the laughing along the Tennessee watershed, but the grin in this case may be on the reverse side of the mouth. The Mason Brown Coal and Ice company of Huntsville, Ala., has demanded that its allowance for depreciation in its tax accounting be increased beyond the rate ordinarily granted. In effect the Mason Brown company says that:

The competition of the TVA, backed by the illimitable resources of the United States treasury, and without obligation even to cover costs, let alone pay a profit, has unduly decreased the earning capacity of our small company.

The Mason Brown company has asked the Board of

Tax Appeals that an honest appraisal be made of this reduction in its assets, because of the governmental rivalry. If the Board were to accept this point of view and other companies affected by Federal competition were to demand similar reductions the Government's tax receipts would be considerably lessened.

Necessity Knows Lots of Law

is involved in the Government's attempt to lump the incomes of husbands and wives for income tax purposes. It is evident that by lumping the Government can collect higher taxes and surtaxes. On the other hand it is urged that unless separate returns are permitted an individual may be mulcted for the payment of tax on an income for which he has no responsibility.

The rumor persists that Roswell Magill, who returned as Undersecretary of the Treasury on the condition that he would not be interfered with in his interpretation of tax law, is running a temperature.

A Bitter Cry from Buffalo

THE Norris-Rankin-Mansfield bills, which severally propose the creation of seven more TVA's in the seven great watershed regions, will be renewed in the next congressional session. They are the direct expression of the Administration's desires, and were formulated by Benjamin Cohen, who is giving up a certain \$50,000 a year for the fun of law-writing. It is being discovered that if a conglomerate law were to be cooked out of the three almost anything might happen politically. S. B. Botsford, executive vice-president of the Chamber of Commerce of Buffalo, N. Y., referred in his hearing by a Congressional committee to the effect on states' rights:

These bills give the federal Government the right to condemn property. If the Government enters our area by the condemnation of important industrial lands our tax rates will be deeply affected. In the City of Niagara the utilities pay about 34 per cent of the entire taxes.

It's Slow Motion That Does it

CONGRESSMEN who tried to delay action on some of the more unintelligible bills were met by this argument:

Of course this bill isn't right. No one thinks it is. But put it through as is, and once we've got it on the statute books we can amend it at leisure. There may not be another Congress like this in fifty years.

Here was the counter:

Once a new bureau is started it goes on forever. There's no killing it. Each year it finds another little thing in the law that it can enforce. In a few years every one is used to it. Kicking has stopped.

He'd be the Boy Behind the Chair

NOT many on The Hill, where life is only preserved by accurate guessing on politics, believe that John L. Lewis plans either to:

Run for office in the future;
Or create a Labor Party;
Or slip a gold ring on Mr. Roosevelt's finger.

GIANT TIRES MOVE MOUNTAIN

by **LOWELL THOMAS,**
NEWS COMMENTATOR

• "They're cutting down Iron Mountain and hauling it away on Goodrich Tires. It's in

ore. Then big shovels scoop up earth, drop it in huge trucks for the haul to the mill.

"No ordinary trucks are these. They're big fellows with specially-built bodies reinforced with steel rails. Bodies so rugged that they stand the crushing jolt of a three or four-ton boulder dropped from the shovel.

"Tires, too, must take terrific battering. No chance to reinforce with steel here—just rubber and fabric to take the shock—to carry 20-ton loads over sharp, jagged rocks. Trucks fight for a footing—wind their way down the mountain—the tremendous weight shifting from one tire to another—all in all a tire job believed impossible only two or three years ago. But these are Goodrich Silvertowns—'earth movers' weighing almost 500 pounds apiece. Tires developed by Goodrich engineers for

just such service. They tell me these tires have a load capacity as high as nine tons each—that they provide super-traction—that this is one of the greatest achievements of tire engineers."

Not many truck owners have jobs such as this at Iron Mountain. But every owner wants to get the same long mileage, freedom from delays and low cost of operation.

Goodrich Truck Tires give that kind of service on every job. The same basic construction that makes the tires stand up on the job of moving Iron Mountain is now used in every Goodrich Silvertown! On your hauls, whatever they may be, you can now get long, trouble-free mileage at new low cost.

TIRES TRIPLE PROTECTED

It's because these truck tires are Triple Protected in the sidewall. Built with an invention that checks 80% of premature failures. Only Goodrich gives you this 3-way safeguard:

1 PLYFLEX—distributes stresses throughout the tire—prevents ply separation—checks local weakness.

2 PLY-LOCK—protects the tire from breaks caused by short plies tearing loose above the bead.

3 100% FULL-FLOATING CORD—eliminates cross cords from all plies—reduces heat in the tire 12%.

When you can get these tires without paying a penny premium, can you afford to take chances on tires without Triple Protection? See a Goodrich dealer today—ask him to give you proof of savings.



Shasta County, California. A mountain of low grade gold ore called 'Gossan,' heavy in iron. "First they blast to loosen the



Goodrich *Triple Protected* **Silvertowns**

SPECIFY THESE NEW SILVERTOWN TIRES FOR TRUCKS AND BUSES

They see the present boss of the C.I.O. as a tough, arrogant, far-sighted politician who wants to get into a position where he can bargain with all comers. Meanwhile Lewis is boss only by first intention. His Committee of Ten appointed itself. Sooner or later the 3,000,000 members of the C.I.O.—give or take a million—all of whom pay in a nickel a month, will hold a national convention and elect officers. If Lewis makes many mistakes he may not be President. Borings from within are already reported.

Security not in Social Security

A GRIEVANCE is reported in the Social Security Administration. Not with its own affairs:

We are doing better than might have been expected. Changes must be made in the Act, of course, but they will be the product of time and experience.

The Administration reports that employers are either content or quiescent. But the Public Assistance feature, by which the various states and the federal Government cooperate in the relief of the needy, is full of politics. Other harsher terms are used, but not by me. I do not even want to think of the language. Eventually it is the belief of some in the Social Security Administration that the states must be divorced from it, or else the Administration must be given complete and autocratic powers, without reference to states' rights.

The underlying hope is that all the dealings with the states can be shuffled off on the new Welfare Department, if and when the reorganization plan favored by President Roosevelt becomes a law.

The Six Slick Assistants Ok'd

IT is assumed that the six voiceless assistants and a few more odds and ends are all that Mr. Roosevelt will get out of the reorganization bill. Much will depend on the temper of the folks back home. Some of their letters have been hard to answer. One of the things they especially want to know, now that the Supreme Court is not under direct fire, is why two more departments, complete with cabinet members, high-hat automobiles, and regiments of clerks, should be needed. The sturdy yeomanry seems to feel we have too many departments now. The tone of inquiries about present and future taxes has become distinctly querulous.

Something Wrong in this Picture?

LESTRADE BROWN is the American Assistant Trade Commissioner in France. In a recent report to the Department of State he observed that the building industry in France is on the rocks. One third of the workmen are unemployed. The two thirds are sitting around on government jobs. The speed rate on a government job is one of the world's constants. Mr. Brown calls attention to the fact that in France the state does not protect private property and individual enterprise. Owners are subjected to incessant attacks by the state.

Mr. Brown should read the news from America.

Court Bill is Coming Back

NO one—or at least not very many—doubts that President Roosevelt will insist that his bill for adding to the number of justices of the Supreme Court will be renewed at the next session. Even if deaths and resignations should completely alter the complexion of the court this is regarded as certain. It is represented that Mr. Roosevelt wants to have in hand the power to add to the court if an "emergency" were to arise suddenly. Among the possible emergencies are cited the labor standards bills, the hous-

ing measures and their indefinite and contradictory plans, the eight TVA's charter, the possible reorganization measures, and the probability that the Social Security Act must be largely rewritten.

"The next session of congress" said a man who is often credited with being an Authentic Voice, "will be given more work by the White House than the last session. And more pressure."

Are There no Game Laws now? WILLIAM S. BENNET of New York is very reluctantly quoted here, because this writer thinks that it is not good sport to shoot a sitting bird.

He addressed Senator Wagner about his bill:

The big trouble is that the board is to run the whole country—Government boards in industry simply do not work. The Senator ought to give us at least one instance where, in normal peace times, such as these, a government board has worked better than private industry would have. He is proposing a revolution in industry and the burden of proof is on him.

Perhaps Mr. Bennet is prejudiced. He wrote that:

"During the N.R.A. I was code counsel for the Chicago Retail Lumber Dealers association. It took me 11 months to get approval for three unobjectionable rules."

Eleven months over the N.R.A. course is bogey.

Firmly Holding the Neck Out

GETTING into prophecy is no way to live a long life, but here is a prediction that may be worth while to watch. The man who made it knows his business:

The peak in building is not here yet. But it is not far away, Labor pay is not as high as it will get. But it is close to the top. So are lumber and hardware and brick costs. When the peak is reached building will stop.

Meanwhile there is more money in circulation, more young folks falling in love, more widows with insurance money, lessened burdens on households because of old age pay. Therefore there is an increasing demand for more houses.

The top of the building market should be reached soon. Then there will be a boom in used houses.

His powers of divination stopped at this point.

Goodness and Mercy Cover Us

THE coast states which boast lobsters in their salt waters are worried about their possible disappearance. Elmer Higgins, of the Federal Bureau of Fisheries, sees the only possible protection for the crustacean in an interstate compact.

Such compacts are provided for by the Constitution.

But if the Norris-Mansfield-Rankin bills are boiled into one, with the powers provided in the three, a regional authority could veto such an interstate compact. Even if Congress accepted the compact the Regional Authority could say no. It will be observed that the New England states which sought to get together in a flood water compact were warned to go slow. The federal Government might want their waters sometime.

Natural Laws Hard to Repeal

THE Robinson-Patman Act undertakes to make life rosier for the small merchant, even at the cost of the big one. But the Federal Trade Commission has dismissed its own complaint against Bird and Son, charged with unlawful discrimination in prices. In effect the F.T.C. rules that it is still possible to effect savings in making and selling goods in large quantities, just as has been the case ever since Noah went boating. Nothing that Robinson and Patman did has interfered with that law.

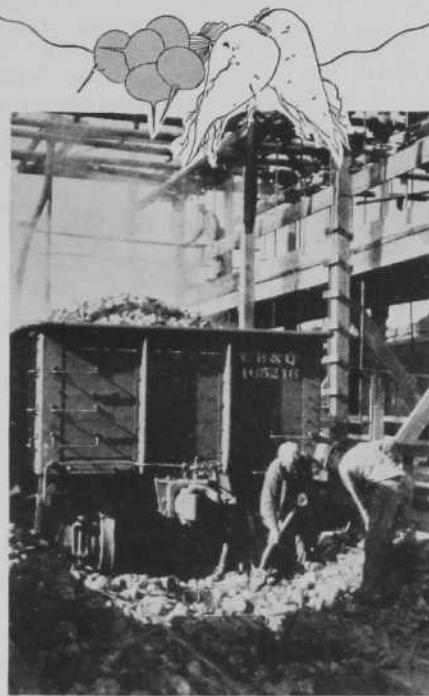
The F.T.C. further ruled—this is a rough rendering—that it would be silly to force the large buyer to pay the



Maybe you
think that beets
are RED?

YOU'RE right! Some are. But there's another beet, larger, silver-white in color, that has driven itself like a wedge into the agricultural economy of the temperate zone. From this, the sugar beet, flourishing in a third of our States, there comes enough sugar for 30,000,000 Americans—and enough fascinating facts—many of them paradoxes—to fill a book.

The sugar beet is an ancient weed that made good in a modern world. Basically, it is a sea-shore plant carried by ocean waves from the Mediterranean to the North Sea—yet it thrives today on "The Great American Desert." It is a lowly plant, yet



An industry engaged in developing American natural resources, improving American agriculture, and supplying American markets with an all-American food product



France erected a triumphal arch to it. It is a vegetable, yet its principal product, sugar, contains no vegetable matter. It is grown to supply you with sugar, yet it also supplies you with meat.

Like all crops, beets take something from the soil, yet the soil is more productive where beets are properly grown. Beets are the beet-farmer's most important crop, yet most of his land is planted to other crops. The beet sugar industry, cradled in the necessities of war, has proved its necessity in time of peace.

Why every great nation from Japan, through Russia and across the whole face of Europe, demands that beets be grown within its borders—and why the crop, now rooted in the busy life of 100 western communities, is important to every American, is fully described in "The Silver Wedge," a booklet sent on request.

UNITED STATES BEET SUGAR ASSOCIATION

846 GOLDEN CYCLE BUILDING

COLORADO SPRINGS, COLORADO

high prices properly demanded of the small buyer. That would give the manufacturer a little too much gravy. Nor can the manufacturer be compelled to lose money by selling to the small man at the prices at which a profit can be made in selling to the big buyer. That is not yet "socially desirable." Some annoyed manufacturers have short-cut their way through the Robinson-Patman thicket by ceasing to do business with the small retailers. That is fine for the large establishments, but the little man is left out in the cold.

Thought is Often Quite Useful

DURING the cloak room debate on the wages and hours bill one of the western packers tried to convince one of the senatorial supporters that the bill should be given a good bath of thought before passage.

"So many things might happen" said the packer, "all bad."

He observed that a score of unforeseen things might drift his yards full to overflowing with cattle. It was imperative that they be handled at once. If they were held in the yards they lost weight and every one lost money. But if he paid his men time and time and a half for over time—or whatever rate might finally be placed in the wages-hours bill—and his nearest competitor was not bothered by a flood of cattle and therefore made his meat at the regular hourly rate then he, the speaker, would be penalized by the wages-hour bill:

"I am tired of these piddling little objections" said the Senator. "I am hearing nothing else. You business men should take a broader view—"

The packer said that if that Senator ever came to his town he'd scalp him.

Plenty New NRA on 1938's Racks

IT'S a little early to predict what might happen next year. But one thing is sure. President Roosevelt proposes to put his program through Congress, lock, stock and barrel.

He believes that even if it has run into a little trouble in the closing days of 1937 the interim will prove to Congress that the people are still with him. The program includes:

Wages and hours legislation, coupled with trade practices control, which will in effect be a new N.R.A. Sweeping farm legislation will be insisted on. So will food-and-drug bill.

Pressure will be exerted to put through the so-called Eight TVA's bill. He believes the conservationists and anti-utility forces and humanitarians generally will send the conglomerate of the Norris-Rankin-Mansfield bills through a whooping.

Some features of the reorganization bill will be accepted, he believes. He will be content if a start is made on this. He will not abate one pennyworth of his plan, and in spite of the pleasing assurances by P. M. G. Farley that all has been forgiven he will make it very definite that congressmen who do not obey will not enjoy his favor.

Slow but Steady Is Social Plan

NEXT year several new ideas will be put at work in the Social Security plan. No employer will be exempt—if the planners have their way—the argument being that

Tommy Smith's latter days should not be filled with misery merely because Tommy was unlucky enough to work for a one-man boss. All the health and unemployment and other doodads that can be tacked on will be tacked on. One of the possible developments for the future is state-controlled and paid for medicine. But the

planners do not want to rush the horses. An inch at a time is their motto. The things that may give trouble will be dropped into the new Welfare Department, if that should be created.

Another Shot at Supreme Court

THOSE who know their political potatoes say that the Supreme Court of the United States is due for another hearty shelling.

Some of the bills offered in the summer session of Congress are as unconstitutional as cholera morbus. But if the Court were to rule against such legislation it would again find itself under fire.

The weakness of that argument is that there is no evidence that the Court has ever been moved by political considerations. Justice Brandeis is the foremost liberal on the highest bench. Yet there is good reason to believe that Benjamin Cohen, who wrote the "Court-packing" bill, is completely informed on Justice Brandeis's opposition and the reasons for it. Although there was a time when Cohen was almost the Brandeis favorite.

How the Money is Rolling in

THERE are 25,000,000 preferred workers who must pay in from their envelopes each week to the Social Security Administration. About 3,000,000 employers match their contributions. The average annual take of the Treasury will be in the neighborhood of \$750,000,000. The Treasury already has \$400,000,000—something like that. I did not take the trouble to get the actual figures. What's a few millions nowadays?

That money can be spent and is being spent on building battleships, in constructing the elaborate pasteboard houses with candy plumbing which have so exercised U. S. Senator Byrd, or in buying gold to bury under Fort Knox, Kentucky. It will be some years before the Government will be called on to pay out any considerable sum on unemployment or superannuation benefits. That is just like granting a reprieve to a man about to be hung.

But We Do Not Pay our Way

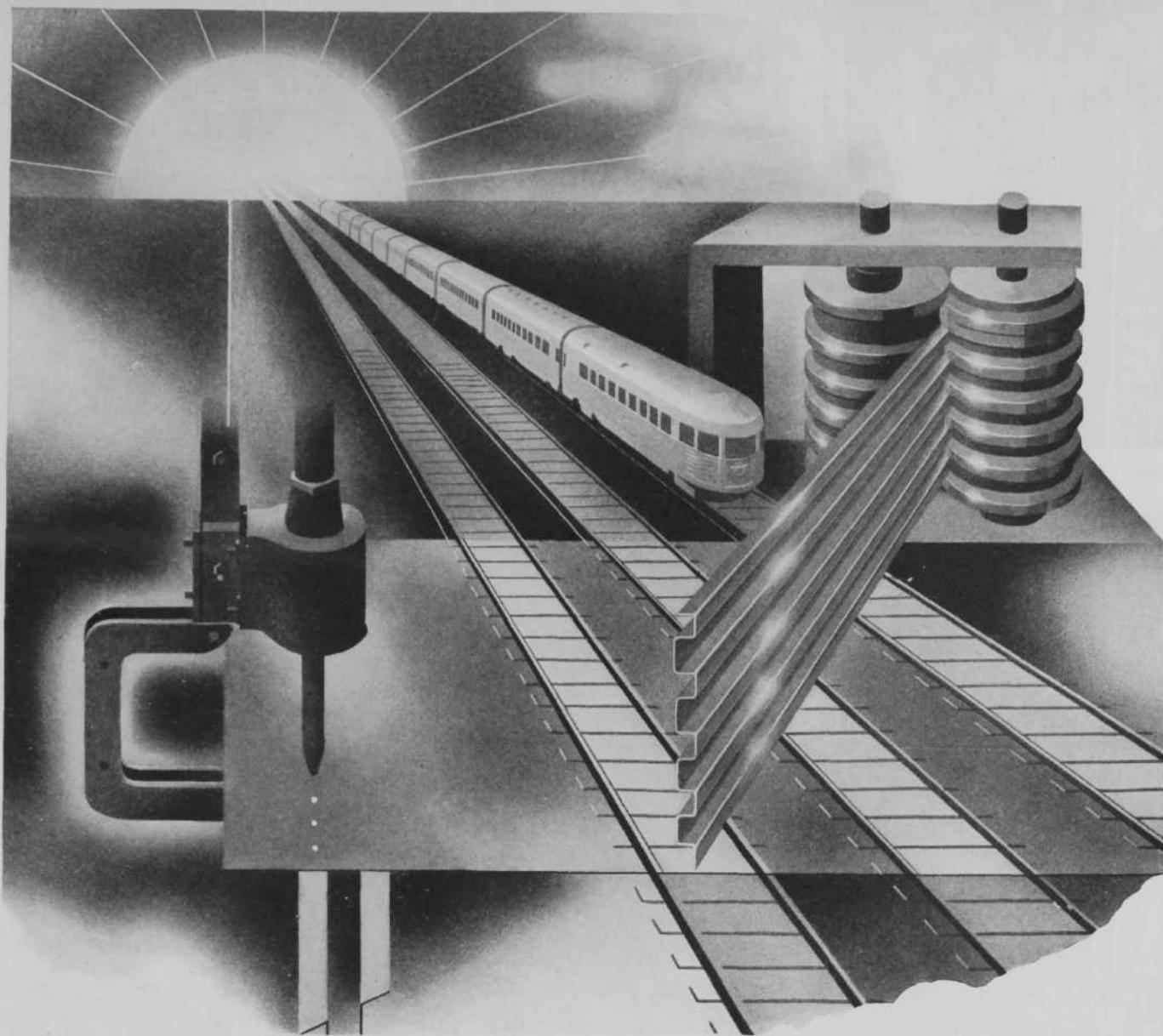
IN spite of that windfall—and it is a windfall; it is the most extraordinary, amazing, golden windfall any government ever had; and no one need mention that windfallen apples usually have little nibblers at the heart—we are not paying our way. Here are some interesting figures on the tax burden in this country.

Thirty-seven corporations, covering almost as many lines, with 2,500,000 stockholders and assets of more than \$23,000,000,000, paid on an average \$3.23 to the government for each \$2.80 paid out in dividends. A. T. & T. paid \$8.36 in taxes for every telephone and Western Union paid out \$16 in taxes for every pole. They must get the money somewhere.

GEORGE BERRY, now U. S. Senator from Tennessee, head of the International Printing Pressmen's Union, and until recently the boss, banker, inventor, machinist, and owner of Labor's Non-Partisan League has stepped out of that organization.

Coincidentally John L. Lewis gave Harry L. Bridges the epaulets on the Pacific Coast. Bridges thinks the way for Labor to win is to bang every head in sight. He would control transportation, communication, everything else. He does not worry what means are employed. A Lewis-Bridges combination makes a Lewis-Berry combination difficult.

It's pretty tough on a father, though, to be compelled to abandon his child. And this child was expensive.



THE LONG VIEW

In spite of their tremendous popularity, Budd trains are not designed and built to catch a passing fancy. They are not constructed to satisfy a momentary interest in streamlining and speed. Rather—they are built sturdily . . . strongly . . . safely . . . for the long pull. Budd designers and fabricators have looked to the future. They have taken the long view.

True, Budd trains are streamlined—for the most practical purposes. They are built to be pulled at higher-than-average speeds—whether powered by steam, diesel or electric locomotives. But the important principle that

underlies all Budd construction is: *Light weight with increased strength.*

Stainless steel (with four times the elastic strength of ordinary steel), fabricated by the exclusive Budd SHOT-WELD process, makes trains that are *stronger and safer*, yet weigh only half as much as conventional equipment. The use of cheaper alloys results only in compromise. Budd trains are *truly light-weight*.

Today, these gleaming trains of stainless steel are attracting travelers in all parts of the country. They have completed more than 3,000,000 miles in passenger service.

Originator of ALL STEEL bodies for automobiles, now used almost universally, the Edw. G. Budd Manufacturing Company has pioneered modern methods in the design and fabrication of steel products.

EDW. G. BUDD MANUFACTURING COMPANY

PHILADELPHIA AND DETROIT

BUDD METHODS SAFELY ELIMINATE DEAD-WEIGHT



2. A doorway eaten by termites



3. Books offer a savory meal

1. The microscopic camera reveals a seething mass of worker termites, a hungry horde whose gnawing pincers can riddle great buildings.

2. Just an example of what this tiny wood-eating insect can do. The wood is so completely destroyed that it can be crumbled with the bare hand, despite the fact that the face of the door frame is outwardly sound and had to be removed before this hidden damage could be discovered.

3. Look what happened to \$100 worth of books eight months after they were purchased. Termites also dine sumptuously on such things as old trunks stored in basements, fiberboard cartons, carpets, old papers and other cellulose materials.

4. This closeup shows how termites damaged the woodwork in the tower of St. Peter's Catholic Church at Columbia, S. C., 120 feet above the ground. The or-

Lunch Time for Termites

PHOTOS COURTESY E. L. BRUCE CO., MEMPHIS



4. Damaged church woodwork

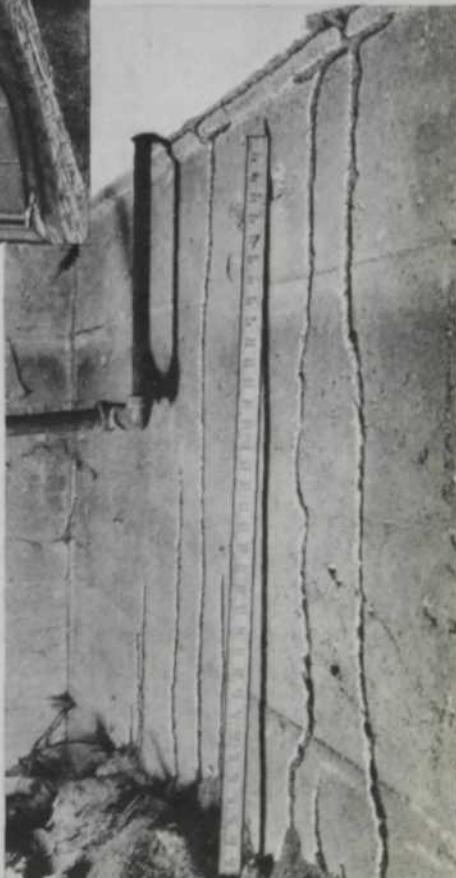
nate carvings have been honey-combed and ruined by these industrious little insects.

5. The termite is a very ingenious and resourceful little fellow. If he cannot gain entrance to a structure through wood in direct contact with the ground (through which he travels), he will conduct a shelter tube, or tunnel over foundation walls and pillars to reach the wood above. The purpose of the tube is to protect termites from common ants, their deadly enemies, and from the drying effects of the atmosphere. How he builds his tube across masonry and similar substances is shown here.

Scientific methods and modern equipment now combat the termite, saving property owners millions of dollars each year. Drills, electric hammers and pressure treating units are employed throughout the United States to impregnate wood-work and ground with a protective chemical.



1. Microscopic shot and a closeup of termites



5. Termite tubes over a wall



Women's clothing offers only one use for rayon.
Others range from fishing nets to wall paper

OFF the coast of New England, hard-bitten salts of the fishing fleet haul up their nets; chances are they are made of tough, water-resistant rayon.

In a smart Fifth Avenue shop, a chic shopper dons a gossamer veil. Its mesh is woven from rayon filaments as fine as those spun by a spider, twice as fine as those spun by a silk worm.

Between these two extremes of utility for the versatile, hard-working, man-made yarn lie some 450 uses. Almost daily there are more.

As every one now knows, for instance, milady can spend the day in rayon from the moment she steps from her rayon mules in the morning until she doffs a rayon evening gown and gets into rayon pajamas at night.

Her husband, similarly, can deck himself out in rayon shorts and socks, tie, shirt and even a rayon worsted suit. Nor is that all. Both husband and wife can swim in rayon bathing suits, play tennis with rackets strung with tough rayon fiber.

And so on indefinitely.

As a day-to-day need, man-made fiber has definitely arrived.

Most important of all, rayon has arrived industrially.

The meager 364,000 pounds with which the industry got under way in 1911, last year had skyrocketed to 280,000,000 pounds, one-fourth of the total world production. Last year's production set a record, topping that of 1935 (also a record year) by eight per cent. But consumption jumped 18 per cent, forcing producers to cut into their stocks to the extent of 21,000,000 pounds.

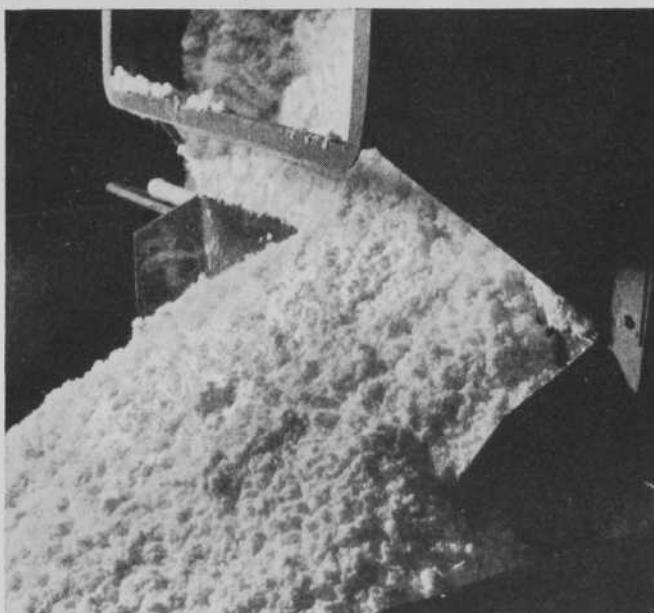
Last year's record production could have been better still. There simply weren't enough machines and plant space. The nation's 16 rayon producers chugged along at capacity throughout 1936 yet they couldn't meet de-

The Versatile Man-Made Fabrics

By LESTER VELIE



Cellulose sheets, raw material for rayon, are mercerized by steeping in caustic soda solution



The sheets are then shredded into crumb resembling white sawdust

Robert



Close-up view of two of the 30 big Tainter Gates, each about 39 feet long and 30 feet high, fabricated by the American Bridge Company, United States Steel subsidiary, for the Alton Dam.

E. Lee's Dream Comes True

The New Alton Dam is another important link in opening the Mississippi from Northwest to Gulf

**THE WORLD MOVES
FORWARD WITH STEEL**



ONE hundred years ago, General Robert E. Lee built the first permanent Mississippi River improvement at St. Louis. Today at Alton, Illinois, twenty miles away, the Alton Dam completes an important link in a project that opens the Mississippi to navigation from the Northwest to the Gulf. A hundred-year-old dream comes true!

Largest of twenty-six dams between Minneapolis and New Orleans, this one cost more than twelve million dollars. Its great Tainter Gates are thirty feet high

— the largest such gates on the whole river.

The Alton Dam, like the San Francisco-Oakland Bay Bridge, brought together the genius of noted engineers and constructors with the laboratories, engineering staffs, and mills of United States Steel. But these same engineering laboratories and staffs are ready and well equipped to serve any enterprise—*do*, in fact, serve more than thirty thousand industries all over the land. If your problem is steel, we invite you to put it up to United States Steel.



AMERICAN BRIDGE COMPANY • AMERICAN STEEL & WIRE COMPANY • CANADIAN BRIDGE COMPANY, LTD. • CARNEGIE-ILLINOIS STEEL CORPORATION • COLUMBIA STEEL COMPANY • CYCLONE FENCE COMPANY • FEDERAL SHIPBUILDING AND DRY DOCK COMPANY • NATIONAL TUBE COMPANY • OIL WELL SUPPLY COMPANY SCULLY STEEL PRODUCTS COMPANY • TENNESSEE COAL, IRON & RAILROAD COMPANY UNIVERSAL ATLAS CEMENT COMPANY • United States Steel Corporation Subsidiaries

UNITED STATES STEEL

mands. Early this year when they opened their books for orders to be delivered in three months, they promptly closed them again. Some producers figured they had been able to fill only 50 per cent of demand.

Until late this year, the rayon industry's capacity will continue to fall short of demand. But by 1938 producers will have expanded capacity an estimated 25 per cent. (The rayon division of E. I. du Pont de Nemours & Co., for instance, plans to increase its 47,500,000 pound production by 9,000,000 pounds; the Viscose Company plans to increase its 95,000,000 pound production by 20,000,000 pounds.)

Cellulose digested by chemistry

FROM this it can be seen that rayon already has gone far and expects to go much farther. To understand how far this robust, young industrial giant can still go you must first understand what rayon is.

Rayon is a fiber made by man in much the same way nature makes silk. Both man and nature use cellulose. Man gets cellulose from wood pulp and linters, nature from the mulberry leaf. Nature's machine, the silkworm, digests the cellulose, produces a gummy liquid which it squirts into the air from natural nozzles in its head. As the liquid strikes the air, it congeals, forms a filament which the silkworm spins into a cocoon.

Man substitutes a chemical tank for the silkworm's stomach, forces the chemically-manufactured liquid through platinum spinnerets containing apertures three-thousandths of an inch in diameter. Machines catch the filament as it congeals in the air, spin it into yarn of specified thickness.

The yarn so produced is, say producers, a fiber with qualities all its own. It resists water, abrasion, sunlight. Furthermore, it is uniform, since its production can be controlled all the way.

Most important, it is an extremely friendly fiber. It lends itself to combination with silk, wool and cotton. And therein lies, to a large degree, the reason for its prairie fire success.

Suppose you picture the North American textile industry with its 9,000-odd textile mills in the United States, Canada and Mexico as a huge blotter. Then picture rayon consumption by these mills

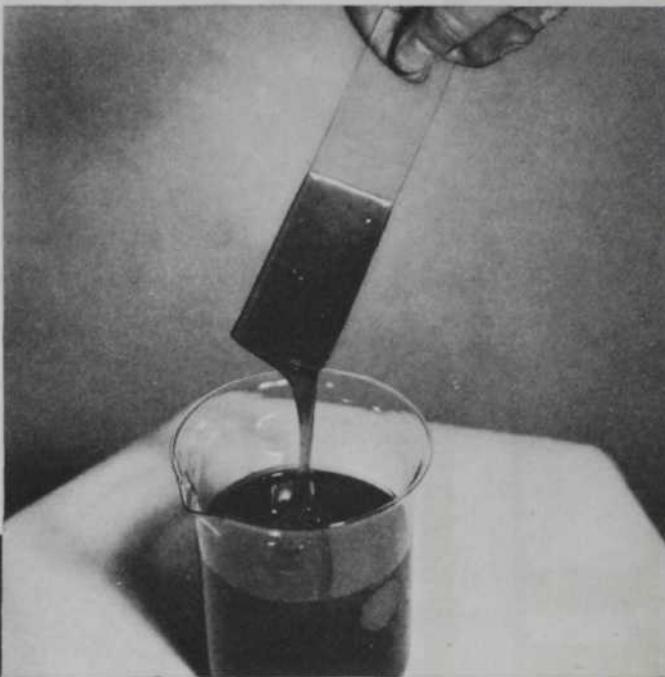
as a glob of ink spreading over the blotter. In 1911 your inkspot would have occupied a bare three per cent of all textile-mill consumption space. Fourteen years later it would have spread over one-third of the blotter's space. Last year it would have covered half the space, for fully half of all textile mills were weaving all-rayon fabrics or combining them with cotton, wool or silk.

About nine-tenths of all silk mills are now weaving rayon either as rayon cloth or in combination with silk. About half of all cotton mills are doing the same. Woolen and worsted mills, alone, have not felt the rayon invasion. In that field only one-eighth of all mills are using rayon.

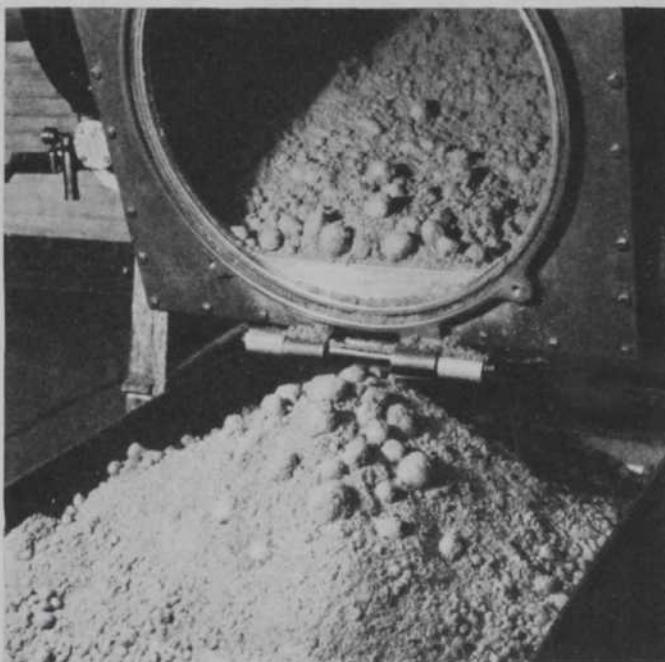
And what has rayon penetration of the textile industry done to silk and to wool and to cotton? The answer, surprisingly enough, is that wool and cotton and silk have been holding their own. Rayon, it would seem, has created new demand rather than simply supplanting the older fibers.

That is the picture today with rayon serving in products varying from parachutes for army aviators and wall papers for homes to ribbons for typewriters and linings for coffins.

The backbone of rayon demand currently is for woven goods (about 70 per cent). Last year rayon yarn went into 900,000,000 yards of fabrics (including linings for men's suits of which about 90 per cent are of rayon).



Xanthate crumb, dissolved in weak caustic soda solution, becomes viscose resembling strained honey



Liquid disulphide of carbon is added and the crumb turns orange and becomes xanthate

This includes only the all-rayon fabrics. If you figure the clothes in which rayon was partly used, then rayon went into a billion yards of fabrics.

The research going forward intensively in the rayon industry may change this picture overnight. Du Pont, for instance, spends \$6,000,000 annually to perfect manufacturing processes and find new uses. From laboratories such as those conducted by du Pont may come discoveries that will shoot rayon consumption still higher. (Patents in rayon are so numerous and protect so ineffectively that producers of late are relying more on secrecy than patent protection.)

To set down just one research possibility. Tire manufacturers in the mid-west are testing tire cores composed of high-heat resistant rayon.

(Continued on page 102)

For a perfect MANHATTAN Cocktail

USE OLD OVERHOLT

WHISKEY

Another

"NATIONAL"

Favorite



IN a zestful Manhattan, vermouth finds its perfect affinity in Old Overholt, a bottled in bond straight rye whiskey . . . rich and robust . . . as different as day and night. It belongs to that distinguished company of fine whiskies, brandies, wines and liqueurs, produced in America or brought from abroad by National Distillers, that have won an enviable world-wide repute.

Like the hallmark on sterling, the National Distillers emblem is a symbol of unquestioned quality. National Distillers Products Corporation, Executive Offices, 120 Broadway, New York.

YOUR GUIDE TO



GOOD LIQUORS

WHAT IT TAKES

TO MAKE

A POUND OF

ALUMINUM



BAUXITE. The commonly used ore. It is found in many countries. Ours comes from Arkansas and Dutch Guiana. Aluminum is present, not as metal, but in the form of complicated chemical compounds. All the following raw materials are needed to get the aluminum out:



SODA ASH AND LIME. Add water to these, heat the solution and digest the *bauxite* in it. Aluminum compounds dissolve. Impurities are left behind as mud. From the filtered solution, something called *aluminum hydrate* is separated. Heat the *hydrate* to drive out water, and you have alumina, a white powder, chemically labelled as aluminum oxide. It sounds simple, but this is really a very technical, expensive process.



CRYOLITE. Translucent "Ice-rock," found naturally only in distant Greenland, but also made synthetically. To get the actual metal out of the *alumina*, the powder first has to be dissolved in a bath of molten *cryolite*.



COKE, TAR AND PITCH. Metallic aluminum is made in a steel pot thickly lined with *carbon*, which contains the molten bath of cryolite and dissolved alumina. Carbon blocks are hung in the bath, and a heavy electrical current is passed from the blocks through the bath to the lining of the pot. This current changes the oxide, *alumina*, to the metal, *aluminum*. Carbon blocks and linings are made from *coke*, *tar* and *pitch*.

A total of nine pounds of the foregoing materials are required to make one pound of aluminum. But other things are equally vital:



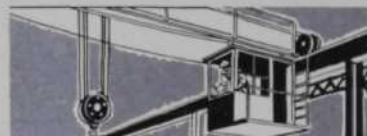
FUEL. The process of getting *alumina* from *bauxite* uses 22,000 cubic feet of gas, or equivalent coal, for each ton of final metal. Coal also is consumed in baking the carbon blocks used in the reduction pots.



ELECTRICITY. Twelve kilowatt-hours of electrical energy must be generated to produce one pound of aluminum. The energy needed for a ton of aluminum would supply the electrical needs of the average home for thirty-five years. That is why we have invested millions in dams, reservoirs and power houses, through which, when running full, flows enough water to supply the needs of 92 cities the size of New York.



TRANSPORTATION. From mine to refinery to reduction plant our aluminum-in-the-making has to be shipped and reshipped to locations where all these raw materials are best available. Our transportation bill, just for getting aluminum made, was more than \$5,000,000 last year.



LABOR. Labor is important in every one of these operations. Wages constitute the largest item in the cost of making aluminum.



SKILL. Every step of the process must be supervised and co-ordinated by men who "know-how." Hundreds of men in laboratories must continually check not only the raw materials but every pound of metal produced.



MONEY. The wherewithal which develops mines, builds and equips the necessary refinery and reduction plants, the dams, reservoirs and power houses, must be available.

All these are needed to make virgin aluminum, one of the most difficult of all commercial metals to extract from nature. Would you have imagined it?



ALUMINUM

COMPANY

★ O F ★

AMERICA



Concession charges and crowds drawn by amusement features help to pay the premium awards on prize grain and vegetable exhibits

EWING GALLOWAY

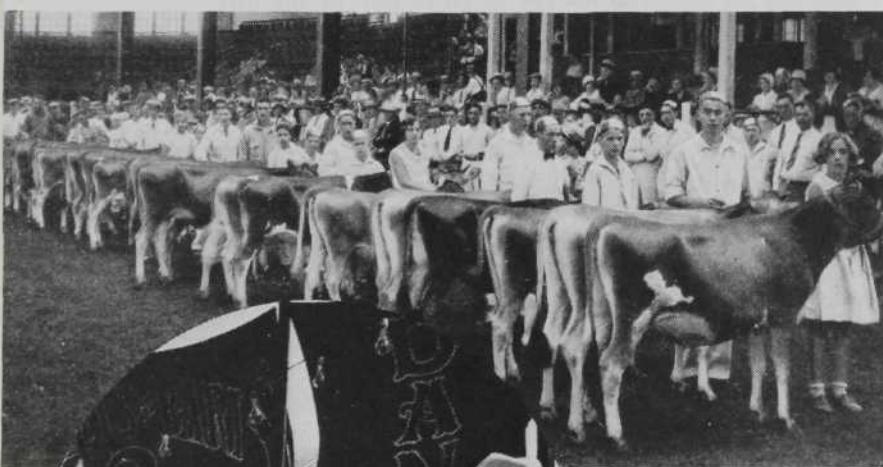


BLACK STAR



Most county fair patrons get their chief thrill when the trotters and pacers put on their speed battles over a half-mile track

EWING GALLOWAY



The Four H Club exhibits increase youth interest in blooded stock

EWING GALLOWAY



The Midway is a standard part of almost every fair, large or small

BLACK STAR

Farm Folks' Biggest Holiday

THIS is the season when rural America puts on its best bib and tucker and shows off its finest handiwork. At approximately 2200 fair grounds, Mr. and Mrs. John Farmer will display their biggest and fanciest seed corn, Duroc-Jerseys, Herefords, pumpkins, Rhode Island Reds, canned goods and embroidery while the entertainment committee provides harness races, circus acts and fireworks.

Agricultural fairs can be traced from the annual sheep shearings held in England centuries ago, but today they are as natural a part of the Fall atmosphere in agricultural sections as haystacks or red sumac. The first fair held on the American continent is thought to have been held in Cambridge, Mass., in 1804 when citizens raised \$50 to pay premium money. Today the total amount of premium money at all fairs amounts to almost \$10,000,000 annually and the average attendance at major fairs alone in 1936 was 242,000. Minnesota State Fair registered largest attendance in the United States, 636,484. Ohio and Kansas report the largest number of fairs per state.

As much as a third of total expenditure is often spent for premiums, but even then it is seldom enough to pay for expense of grooming and shipping full-blooded live stock. However, prize winning ribbons have cash value to growers of blooded live stock and poultry in establishing prestige of herd or flock.

Big problems of fair managers: what to do about trailers—shall fairs have more entertainment and less exhibits? Trailers take up valuable concession space, require special servicing. Agricultural enthusiasts want carnival aspects thrown out, but fair executives claim they must have as many forms of entertainment as practical to draw crowds.

Men Return to the Market Place

By HAL A. SALZMAN

President, H. A. Salzman, Inc.

THE FIRST reversal of a dominant trend in American merchandising for more than 50 years is now becoming more apparent. Men are returning to the market place as active consumers of their own apparel.

Until five years ago, the main body of the nation's shoppers were women. Our manufacturing, our retailing and our editing of newspapers and periodicals were largely directed to the attention of the woman shopper, serving her interests and her special needs first.

But recently we have witnessed the following phenomena, all of them significant:

First: The establishment of a man's magazine devoted to men's interests, reversing the reader appeal of older magazines which devote themselves to "women's interests."

Second: The introduction of the "Men's Fashion Column" as a regular feature in the daily newspaper, where it competes with the women's fashion page as a circulation gainer and a magnet for advertisements. At least six such syndicated columns are being published today reaching, according to my own estimates, about 500 large daily newspapers regularly. This is one-fourth of our daily press. At the same time, at least three other syndicate services devote occasional material to men's fashions, while about 100 daily newspapers maintain their own men's fashion editors collecting and reporting style news.

Third: Similar men's fashion columns and material have been introduced into periodicals of generalized interest.

Fourth: There has been increased activity in the field of men's wear advertising, with larger expenditures in magazines and newspapers.

Fifth: An entirely new season has been introduced into men's wear retailing—the summer season. Today, when summer comes, men wear suits of different fabrics— gabardine, palm beach cloths, white and cool-looking garments, with which are worn light colored accessories, to add dash to hot weather apparel.

Finally a last point worthy of being admitted to the evidence of the new order of things is the high standard of the present-day dress to be seen in our colleges, our cities and towns, and at our resorts.

Without exception, American men as a body are the best dressed in the world. There are Englishmen who



GEORGE LOHN

Today the average man no longer must have his socks selected for him and his ties given to him by his wife

CALLING attention of business men to the reversal of a trend in selling which has dominated American merchandising for more than 50 years

represent a higher standard of taste and fashion than our own, but the body of English are ill-clad and in bad taste. Not only do Americans dress well today, but they will be better dressed than ever tomorrow.

What forces have brought about this expansion of interest in good grooming?

The answer is to be found in changing social conditions, the introduction of new processes of manufacture, the introduction of new elements into our organs of social communication, and revitalized retail practice.

That trend that is being reversed today took form first in the 1890's.

In those years, the duties of making the major and minor purchase of

household goods was transferred from the hands of American men, who formerly exercised it, to the hands of American women.

Women did the shopping

OUR once agrarian nation had then become a truly industrial country. Men who were no longer farmers but had become brokers, merchants, mechanics, factory hands and mill workers, had no time to visit the stores. It was up to the women to do the shopping.

Moreover, there was more shopping to do. The earlier American farmer bought only what he couldn't grow or couldn't make. But the steady growth

Here's how
LITTLE
it costs to
telephone!



See how *little* it costs to chat with far-away friends or transact business across the miles . . . by telephone. These low Long Distance rates are the result of a series of reductions in recent years.

While the rates for Long Distance service have been going *down*, its speed and clarity have just as steadily gone *up*. The average Long Distance call took more than five minutes to complete in 1926 — only one and one-half minutes today. . . . Keep in touch by telephone *quickly, personally, inexpensively*.

DAY except SUNDAY*	NIGHT and SUNDAY*	BETWEEN THESE POINTS
\$.50	\$.35	Detroit, Mich. . . Cleveland, Ohio Baltimore, Md. . . Philadelphia, Pa. Cincinnati, Ohio. . . Louisville, Ky. Boston, Mass. . . Hartford, Conn.
.75	.45	Pittsburgh, Pa. . . Buffalo, N. Y. Kansas City, Mo. . . Omaha, Neb. Little Rock, Ark. . . Shreveport, La. Chicago, Ill. . . Indianapolis, Ind.
1.00	.60	Butte, Mont. . . Spokane, Wash. Philadelphia, Pa. . . Boston, Mass. Lansing, Mich. . . Wheeling, W. Va. Trenton, N. J. . . Concord, N. H.
1.50	.90	St. Louis, Mo. . . Detroit, Mich. Portland, Me. . . Washington, D. C. Topeka, Kan. . . Chicago, Ill. Milwaukee, Wis. . . Pittsburgh, Pa.
2.00	1.20	Atlanta, Ga. . . Kansas City, Mo. San Francisco, Cal. . . Phoenix, Ariz. Toledo, Ohio . . . Sioux City, Iowa Dover, Del. . . . Nashville, Tenn.
3.00	1.80	Seattle, Wash. . . Denver, Colo. New Orleans, La. . . Minneapolis, Minn. Raleigh, N. C. . . Wichita, Kan. St. Paul, Minn. . . Salt Lake City, Utah
4.00	2.50	Newark, N. J. . . Fort Worth, Tex. Los Angeles, Cal. . . Des Moines, Iowa Denver, Colo. . . Buffalo, N. Y. Pierre, S. D. . . New York, N. Y.
5.00	3.25	Chicago, Ill. . . San Francisco, Cal. Salt Lake City, Utah Washington, D. C. Providence, R. I. . . Santa Fe, N. M. Portland, Ore. . . Memphis, Tenn.
6.00	4.00	Miami, Fla. . . Los Angeles, Cal. Washington, D. C. . . Reno, Nev. Oakland, Cal. . . Columbia, S. C. Boston, Mass. . . Spokane, Wash.

* 3-minute station-to-station rates. Night rates are in effect from 7 P.M. to 4:30 A.M. every night and all day on Sunday.



and improvement of manufacturing finally supplanted the handicraft methods of making most everyday goods and tools.

Advertisers, advertising men, and newspapers and magazines eventually responded to this new situation.

Among the first to recognize the new influence of women was Joseph Pulitzer, publisher of the New York *World* and St. Louis *Post-Dispatch*. He saw more advertising revenue to be gained from the department stores if more women read his newspapers. Therefore, he set out to gain women readers by adding feminine interest to his papers in the form of light features and special stories. In the course of doing so, he invented the modern "Woman's Page." Other papers, noting the profitable practice Pulitzer had inaugurated, followed suit. The periodicals already catering to women's interests were quick to seek added circulation, too.

Insofar as the sale of men's wear was concerned, most of the stores began to follow an advertising principle laid down by Nathaniel C. Fowler, pioneer advertising agent, who in the late 1880's issued the first books on advertising practices.

Fowler had this to say about advertising men's goods to women:

The better the woman, the more directly she is interested in her husband's stockings, his hats and other things. If a certain color or new style of necktie becomes the fashion, the woman will know of it at least a week before her husband has learned anything about it. If the woman doesn't like the wearing quality of her husband's underwear, she will hunt up a store where better underwear can be bought. . . .

Although substantially all men read advertisements, and are directed by advertising argument, an advertisement has not one-twentieth the weight, with a man, that it has with a woman of equal intelligence and the same social status. . . .

Woman buys, or directs the buying of, or is the fundamental factor, in directing the order of purchase, of everything from shoes to shingles.

Men's clothes bought by women

SUBSTANTIALLY, then, this was the philosophy which dominated the production, retailing and promotion of men's apparel until the 1930's.

During this period, women bought from 50 to 75 per cent of the men's furnishings and outer garments sold in our stores. When a husband and wife entered a store to pick out a new

suit, the clerk invariably "sold to the woman."

Most men didn't pretend to know anything about the latest model in jackets, the appropriate hat to wear with the right suit, or the newest colors in accessories.

For a period, this practice had a stimulating effect upon the development of men's wear merchandising. As women figured more largely in the circulations of our national magazines and our newspapers, advertising grew.

But then came a slowing-up effect. A nation of men evolved who could not determine their own choice of clothes. When asked to decide some matter of style, they could do but one thing—"play safe." Playing safe, they chose the more conservative of fashions.

There have been many periods in history when men's clothes, particularly among the wealthier classes, were gay, colorful and brilliant.

But in recent years, the blue serge suit blanketed the country like a uniform. By 1920, men's apparel was beginning to suffer from a chronic case of the Blue Serge Blues.

The year 1926 brought a long overdue revolt by the men against the



Men, educated to the responsibilities of style and fashion, are becoming better customers. The men's wear industries must be ready to meet this active market



It's Always Sales Picking Time in TEXAS

THE average Texas cotton crop covers about 12,000,000 acres and provides a livelihood for more people than any other one Texas industry. It is the most valuable crop grown in Texas and the greatest single crop grown in any one state. The total 1936 Texas cotton crop was valued at \$217,018,000.

But cotton raising is just one of the many big Texas industries. Livestock industries brought \$235,000,000 to Texas last year; oil, natural gas, and other minerals, \$580,000,000; fruits, nuts and vegetables, over \$33,000,000.

Texas does things on a big scale, for Texas is big in size, in spirit and in achievement. It's big in opportunities, too. It's a rapidly expanding market—the last census showed an increase of 25%; vast natural resources have scarcely been tapped; less than 3/4 of the tillable acreage in Texas is under cultivation.

Decentralization and movement towards sources of raw material are bringing new industries to Texas. Industries using cotton and wool are moving to the country's biggest source of these two manufacturing staples. Vast resources of lumber,

oil, sulphur, clay and construction materials are attracting other industries to the Lone Star State. Natural gas and other fuels, widely available at low cost, provide an important advantage to all manufacturers. The labor situation is favorable; living conditions pleasant; and recreational opportunities unlimited.

The Katy has served Texas since 1872 and is proud of the part it has played in the development of this great empire. No territory progresses ahead of its transportation system and the Katy is constantly striving to further the industrial and commercial advancement of Texas and the Southwest by operating convenient schedules of fast, comfortable passenger trains and rapid, dependable freights.

As part of its progressive and constructive policy, the Katy maintains an Industrial Department which will supply definite information about opportunities in Texas. Address the Industrial Development Department, Missouri-Kansas-Texas Lines, St. Louis, Mo., or Dallas, Tex.



PIONEER RAILROAD OF THE SOUTHWEST

fashions they found in vogue. The revolt did not take the form of a demand for better fashions—it advocated worse.

Overnight, our colleges ushered in an era of sloppy dress. Every collegian discarded his hat, grabbed for his dirtiest sweater, scrambled into wide-belled trousers, threw away his garters and forgot to shine his shoes.

This revolt against style became a style in itself—more colorful and varied than the clothes a college man might buy in the shops. Our flaming youth had found a way to exhibit the enormous intensity of its heat. In the process, old ideas of men's wear merchandising were badly burnt, never to recover fully.

Paper uniforms

YEARS before, an eminent English writer with a philosophic turn for nudism advised his fellow-thinkers to advocate the universal wear by men and women of a simple stiff uniform made of durable paper.

In outlining his scheme, he said in effect, "Once the people of the world find themselves confronted with the daily monotony and dullness of such clothing, they will welcome the change to nudism as beautiful and to be desired."

The same writer went on to point out that fashion and styling, which introduce variety and color into both living and clothing, must always be the enemy of nudism.

I think this was the lesson that the period of sloppy dress brought home to our men's wear industries.

As we emerged from it, as variety was introduced into clothing and accessories, the men's apparel industries faced a new problem! The depression had come to roost on the limbs of all business activity.

But at the lowest ebb of the depression, men's wear merchandising and promotion took a new lease on life.

The men's apparel field had already developed an effective trade press which served to exchange ideas and encourage new developments.

Through this press a formula was developed to interest men in men's wear. It was done simply by tying up a man's possible interest in good fashion with his known interests in en-

tertainment, sports and fiction. This formula succeeded.

On every hand important promotional plans were launched by newspapers and the syndicates serving them, calculated to reeducate men to do their own buying.

Indirectly, changing social conditions helped the work.

The advent of repeal brought with it the introduction of large scale newspaper advertising of alcoholic beverages. Here was a product best

upon, his hat checked for size, and suspenders picked for him by his wife.

But, if the men's wear industries are to retain the recent gains, they must use more advertising in newspapers and magazines. Publications, too, will find it to their benefit to encourage the active male consumer.

For example, nationally advertised products with a peculiar and undeniable appeal to women are finding it convenient to use the radio as a means of reaching the housewife market.

The newspaper may find that its women's pages no longer hold their old appeal. It is time, then, to make a stronger appeal than ever to men as active readers and consumers.

Newspapers that have added used-car sections and home-building pages know that these successful columns also make their primary appeal to men who continue to control family expenditures which call for the outlay of major capital.

Selling to men

THE alert newspaper, as well as the alert advertiser, is already meeting an active men's market and finding success. The not alert newspaper may later be forced to do likewise—probably, however, without the same success.

Any shift in merchandising habits calls for close examination by all parties who stand to be affected.

Addressing myself to the men's wear industries, I would say that now, or never, they must join in a united front to get the fullest advantage from what is happening. If men, educated to the responsibilities of style and fashion, are going to become better consumers, then men's wear industries must be ready to meet this active market on common ground.

Men's apparel and accessory manufacturers have many messages that must be transmitted to the public. Consider just this one:

Because men's wear merchandising efforts have concentrated their appeal to women, it is, in some quarters, considered unmanly that a man should evince interest and good taste in the matter of clothing himself.

There is no foundation in our national history for this opinion, but

(Continued on page 116)



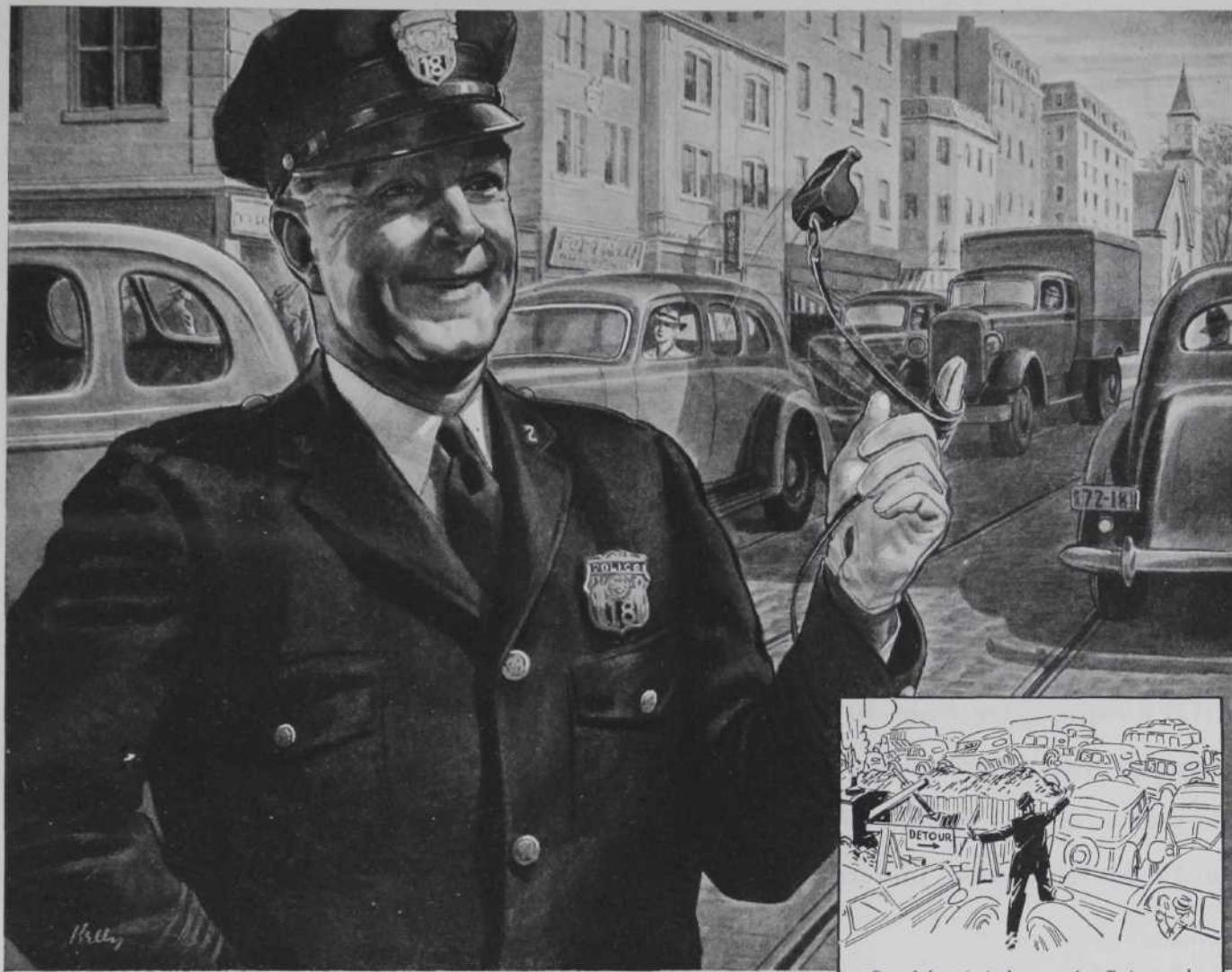
Men's better understanding of dress and fashion will lead to greater enjoyment of life

publicized to man. Unconsciously, this advertising helped to strengthen the general "appeal to men" thinking which was simultaneously occurring at the time.

Another factor supporting the "appeal to men" as consumers is the increase in leisure time through the shortening of working hours.

We have seen outdoor sport and play grow to be this country's great avocation. Shorter working hours and the five day week have brought this about. They have also given men time to take over part of the shopping duties.

All these forces provided a condition where the promotion of men's wear could take hold and survive. Today the average man no longer must have his socks selected for him, his ties given to him, his suit passed



One of the principal causes of traffic jams and detours is tearing up costly pavements to replace short-lived underground mains.

WHAT CAST IRON PIPE MEANS TO THE *TRAFFIC COP*

A SMOOTH flow of traffic. Everything under control. He knows this street will never be dug up to replace short-lived underground mains, tying up traffic and making a cop's life miserable. For under his feet are long-lived cast iron mains.

Once installed, cast iron mains can be forgotten for a century or more. In these days of motor car and bus transportation, the traffic squad, the merchant, the motorist—and the taxpayer—have reason to be thankful for the reliable, long-lived service of cast iron pipe.

More than 95 per cent of the pipe in the water distribution systems of the 15 largest

cities in the U. S. A. is cast iron pipe, the standard material for underground mains.

Cast iron pipe costs least per service year and least to maintain. It is the only ferrous metal pipe, practicable for water mains, gas mains and sewer construction, which rust does not destroy. Made in diameters from $1\frac{1}{4}$ to 84 inches, with joints and fittings for all requirements.

CAST IRON PIPE *FAITHFUL SERVANT OF THE PUBLIC*





© DÜHR-KOOP, BERLIN

An executive group in session. President Van Vlissingen and Sir Alan Anderson centered behind table

To Lead the World Back to Peace

By CHAUNCEY D. SNOW

Manager, American Section, International Chamber of Commerce

WITH business men from 40 nations in attendance, the International Chamber of Commerce, at its ninth meeting, moves toward a better general understanding

WHEN Prime Minister Van Zeeland of Belgium returned to Europe the first week in July, concluding his important mission across the Atlantic, he reported that, in America, he had found those at the head of affairs "preoccupied" with two things: *the organization of peace, and the development of international trade on more stable foundations.*

If Monsieur Van Zeeland had spent the week from June 28 to July 3 at the ninth biennial General Congress of the International Chamber of Commerce at Berlin he might have reported that he found the more than 1,500 business men who attended from 40 countries "preoccupied" with those same two subjects.

The need for assuring peace and a sense of security and good will in all international relationships was stressed at the opening session. It was sounded in the plenary session addresses. It keynoted the final declarations of the Congress. And it resounded in the closing appeal for action to back up the resolutions before the tenth general Congress of the International Chamber will assemble, in Tokyo, in 1939.



Mr. Watson, the new president

The broader aspects of the deliberations are well indicated by the resolutions on "World Economic Reconstruction," "Monetary Policy," and "Commercial Policy." The first of these said in part:

The International Chamber of Commerce dedicates its efforts to overcome prejudice, to conciliate opinions and to



Eliot Wadsworth is the new head of the American section

subdue interested timidity, believing that, by the improvement of the world machinery for the peaceful interchange of goods, it is possible to raise the general well-being of the populations of the world.

The International Chamber of Commerce believes that, as the acute depression passes, a few nations of economic importance have at last, and perhaps not for long, a rare chance, by working together, to lead the world back to trade, progress and peace.

To gain the great reward of a stable happy world, no longer haunted by unemployment, fear and hate, each great nation must make some sacrifice, but today with ample demand for goods and services, the sacrifice should neither be severe nor lasting, small in comparison to the reward of success and nothing to compare with the loss in human suffering and despair from allowing the world to slip back into misery.

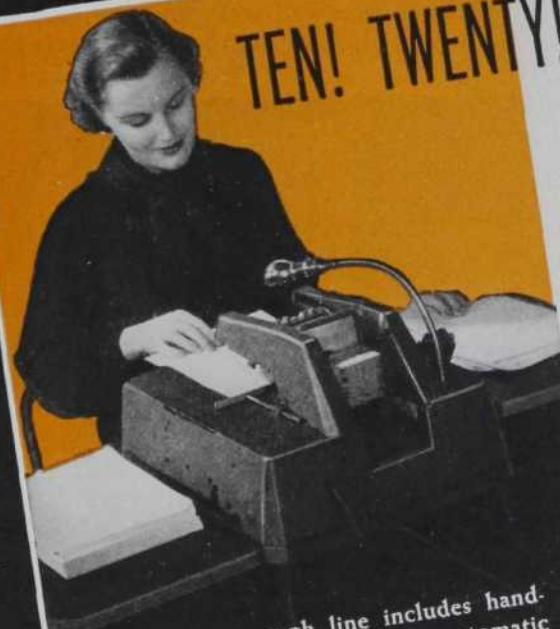
The resolution on Monetary Policy, after endorsing the principles of the



Day after day

in offices of many kinds, *repetition* in routine tasks piles expense higher and higher. Over and over again . . . by slow, inaccurate methods . . . identical writing of names, instructions, facts and figures is done. Hands are doing tedious expense-work when they could and should be doing more productive work.

TEN! TWENTY! FIFTY TIMES FASTER!



The Addressograph line includes hand-operated, electric and fully automatic models in a wide range of prices. Above is the new, versatile Class 900 . . . the electrically operated, quiet machine that does more than 100 office, store and factory money-saving jobs. Write on business stationery for a free copy of "Business Short Cuts" . . . a 152-page book of Addressograph methods and machines.

Consider the opposite method that thousands use . . . *Addressographing*. Repetition is speeded up 10 to 50 times. Mistakes are avoided. Money is saved. Profits are increased. Consider Addressograph for fast, accurate writing of names, addresses, information, instructions or data of *any* kind on office, store or factory forms of every kind . . . on payroll forms . . . on Social Security records, reports and receipts . . . on accounts receivable records and collection forms . . . on advertising and sales promotion . . . on inventory sheets . . . on dividend lists and checks . . . on shipping tags and labels. Use Addressograph wherever there are names or standard data to be repeatedly put on paper. It will quickly repay its moderate cost.

**ADDRESSOGRAPH-MULTIGRAPH
CORPORATION, Cleveland, Ohio**

ADDRESSOGRAPH-MULTIGRAPH of CANADA, Ltd.
TORONTO
Sales Agencies in Principal Cities Throughout the World

Rewriting over and over again by hand is wasteful
IT'S "GOOD BUSINESS" TO ADDRESSOGRAPH

Tripartite Declaration of England, France and the United States in 1936, now adhered to by six governments, and also the supplementary agreement of October, 1936, pointed out the need of more permanent arrangements, and of stabilization over a wider area. It concluded:

The International Chamber of Commerce, in restating the need for stabilization of exchange rates on the basis of gold, welcomes recent constructive developments in the sphere of monetary policy. A progressive abolition of controls, a continuous approach toward fixity of exchange, a resumption of international financing as far as circumstances will permit, and the full development of international monetary cooperation, including a solution of the problem of international debts of political origin, constitute the fundamental basis of a rational monetary order. A rational monetary order in turn will facilitate international trade, the movement of capital and the mitigation of those international strains and stresses, which, although not wholly economic in origin, are intensified by the maintenance of economic conditions clearly inimical to the further improvement of material well-being.

Speaking out sharply in opposition to import quotas, foreign exchange restrictions and other trade barriers, the International Chamber declared:

All appropriate methods should be utilized as fully as possible to mitigate existing barriers to trade; such trade restrictions as can be reduced by unilateral action should be reduced with the least

delay; bilateral trade agreements with the strict observance of the unconditional most-favored-nation clause should be negotiated as rapidly as possible, granted that, if in certain cases exceptions to the clause are introduced, these exceptions be clearly and precisely formulated. Such exceptions are to be eliminated as soon as the disparity of financial and industrial conditions is diminished. Bilateral treaties which can be developed into multilateral agreements are particularly useful.

Distribution of raw materials

MANY of the American delegation took active part in the plenary sessions. One of these was Charles J. Brand who, at the plenary session on "The Glut and Scarcity of Raw Materials," discussed both the "have" and "have-not" standpoints.

In the plenary session on "Planning," Eliot Wadsworth spoke in the light of experience and business opinion in the United States. His address, that of Björn Prytz, the eminent Swedish industrialist, and that of Ettore Conti explaining the range of government planning and the field still left to private industry in Fascist Italy, attracted much attention.

The plenary session on "Economic Nationalism"—one of the most interesting subjects discussed in the Congress—included a thought-provoking paper by Dr. James T. Shotwell and another by Lord Essendon of Eng-

land, following the lead-off address by Georges Theunis, Belgian statesman and business leader.

This chamber of commerce gathering in Berlin had the largest attendance of any meeting in the 18 years of the International Chamber. Here were business men in large numbers from Germany, Great Britain, America, France, Netherlands, Japan—the delegation that extended the invitation to hold the next meeting in Tokyo numbered 55—Czechoslovakia, Poland, Italy, Sweden, Belgium, Austria, Rumania, 21 from India, 15 from Australia, and delegations from the other countries. The American Section registered nearly 100, and the total American attendance, including the ladies accompanying the delegates, exceeded 150. It was a representative meeting, reflecting acute interest in world economic problems, encouragement at progress away from the depression, hope and confidence for a better future.

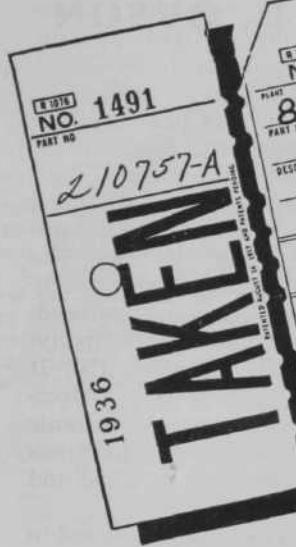
The week had been programmed to give all those attending not only an opportunity to listen to able speakers but to discuss the great world problems from their personal viewpoints. There were five or six group sessions each day at which individual delegates could discuss practical questions of exporting and importing.

(Continued on page 116)



A view of the hydrangea banked stage at the Charlottenberg Opera House as Prime Minister Goering welcomed the business men from more than 40 countries

© PRESSE-HOFFMANN



INVENTORY TAG		
DO NOT FOLD TEAR OR DESTROY		
NO. 1491	CLASS	WEIGHT
8	12	25 LBS
PART NO. 210757-A SIZE BG-IXA		
DESCRIPTION: End Shields		
QUANTITY	PRICE	AMOUNT
70	3.65	255.50
HAND COUNT	SCALE COUNT	
SECTION 16	BLOC NO. 7	FLUSH NO. 2
COUNTED BY M. Wessel	SWEELED BY Grandt	STUB CHECKED BY C.B.
ALL TAGS MUST BE ACCOUNTED FOR		

Punched Cards will tell your inventory story Automatically . . .

Speed up the task of obtaining comprehensive inventory tabulations by employing the punched card method of accounting.

This method brings complete records *when you need them*. Its accuracy minimizes the necessity for adjustment between physical inventory and book records. Its efficiency and automatic machine operation lower accounting costs. Briefly, punched cards and International Electric Bookkeeping and Accounting Machines provide maximum inventory information at a minimum expenditure of time and money.

SOCIAL SECURITY DATA quickly obtained

The punched-card method of accounting is also bringing speed and accuracy to the preparation of Social Security Records, Sales Reports, Statements and numerous other important business records. Find out how this modern accounting method can aid you.

A Part-time Accounting Machine Service

Many businesses are now enjoying the advantages of punched-card accounting on a part-time basis through the facilities of the International Business Machines Service Bureau. Branches of this Bureau are located in principal cities and are ready to cooperate with you at all times. Write for illustrated folder today.

GENERAL OFFICES
270 BROADWAY, NEW YORK, N.Y.

BRANCH OFFICES IN
PRINCIPAL CITIES OF THE WORLD



INTERNATIONAL
BUSINESS BUSINESS INTERNATIONAL MACHINES **MACHINES**
CORPORATION

Converting the Breaking of

By LEO D. OVSON



Eggs are graded in the candling room by exposing them to a bright light with a dark background. Good eggs usually appear full and clear. Bad eggs do not. Candlers, working over moving belts which carry good eggs to breaking room, grade about 35 cases of 30 dozen each a day.

KAUFMANN-FABRY

CONSERVING the "freshness" of eggs has been the goal of many generations of egg dealers. Various methods have been tried but, until recent years, dried eggs from China dominated the American market. Today, high protective tariffs, increased demand for commercial food products, wider use of bakery goods and salad dressings, have hastened development of American frozen egg industry, brought a production increase to more than 120,000,000 pounds last year. This year frozen egg production will approximate 200,000,000 pounds.

This industry centers chiefly in the states of Iowa, Illinois, Nebraska, Missouri, Kansas, Texas and California. Although it is 35 years old, early growth was stunted by prejudices, one of which was that inferior eggs were used for canning. In early days this belief was well founded. Today it isn't. Industry not only uses fresh eggs but has devised methods that keep them so far as long as two and one-half years.

Other advantages claimed by the industry are:

1. In baking, frozen eggs impart "lightness" and greater leavening power to the products made.

2. Frozen eggs save time and labor, user simply thaws out his daily requirements and uses the eggs as needed, eliminating the job of breaking eggs in the bakeshop. Also, the danger and responsibility of allowing one bad egg to spoil accidentally a batch of good eggs or a batch of food product is shifted upon the packer of frozen eggs.

3. The egg breaker, being a specialist in his field, can perform his services economically

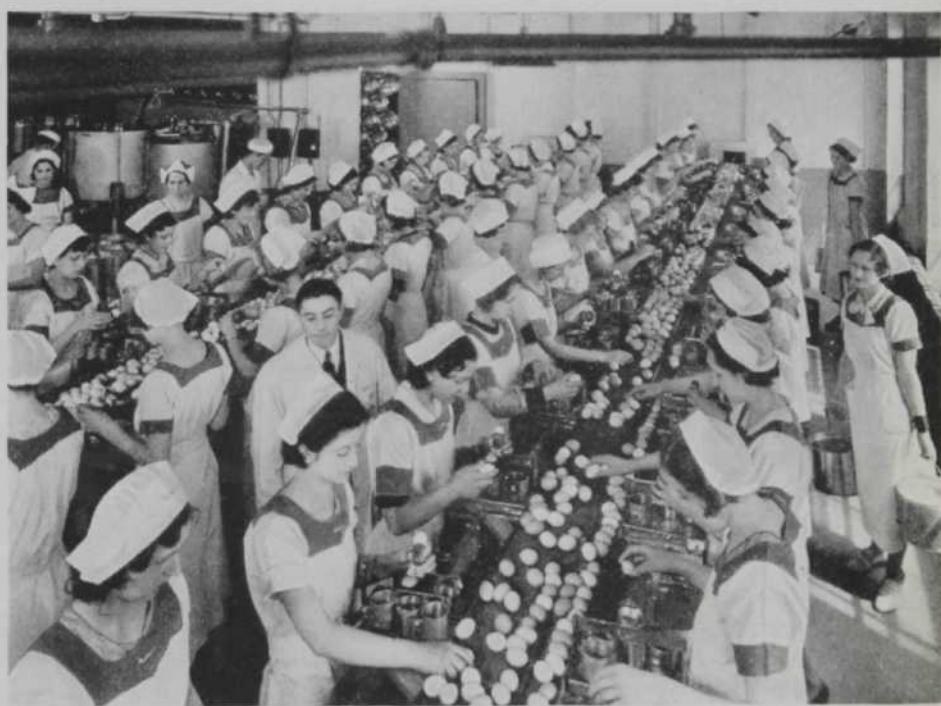
and can provide his customer with exactly the type of egg product he needs, thus eliminating waste. For example, the candy manufacturer requires a large quantity of egg white and no yolk. If he were to break and separate his own eggs, he would have to find a market for his yolk. In the same manner the mayonnaise and noodle manufacturer require egg yolk and would have difficulty in disposing of the egg white.

4. The egg breaker operates only when the egg supply is greatest, buys his raw materials when the market price is low. When shell eggs are scarce and high priced, the egg breaker does not operate. Thus he not only stabilizes the egg market but is able to save money for consumers.

5. Frozen eggs save space in storage, in shipping, and in use in the food manufacturer's plant.

Frozen egg products are prepared in modern egg-canning or egg-breaking plants in which the walls are specially constructed to give maximum protection against temperature changes, dampness, and weather conditions. To insure high quality in production, the plants must have sanitary quarters, excellent lighting, good ventilation, well-designed apparatus, facilities for quick-freezing of the liquid egg, and trained operators. The essential facilities for quick-freezing of the egg are:

1. A shell egg cooler—a room for chilling



In the breaking room, eggs are broken over a sharp knife blade into individual cups, are inspected for odor, appearance, sometimes taste. Girls must have keen sense of sight and smell, can't smoke, chew gum, eat strongly seasoned foods, use perfume, wear beads, ornaments or jewelry. One musty egg will ruin a 30 pound can of good eggs. Defective eggs are sold to tanning industry.

Eggs to a Science



After breaking, eggs pass through strainers to remove chance bits of shell, go to churning to be mixed for uniformity of color and solids. Salt or sugar may be added if customer desires

eggs in the shell, usually at a temperature of 31° Fahrenheit.

2. A chilled candling room.
3. A refrigerated breaking room.
4. Churns—used to break the yolks and mix them with the whites preparatory to freezing. This equipment is also used for mixing uniformly such ingredients as salt, sugar, or glycerine into egg yolk and is equipped with strainers which remove shell and foreign matter from the finished product.

5. An egg white machine or churn—used to remove yolk, shells and other foreign substances from the white, thus leaving the finished product clear, clean and capable of rendering maximum beating volume to its users.

6. A refractometer—used to determine instantaneously the exact solid content in each churnful or batch of eggs.

7. A room for sterilizing apparatus used in breaking and churning eggs.

8. A "sharp freeze" room, where the liquid egg is frozen in the can at 10° below zero.

9. A storage freezer room, where the liquid eggs are kept in a frozen condition at zero until ready for shipment or consumption.

10. Dry storage space for keeping empty egg cans and empty cases until needed for use are also essential.

In a plant so equipped the entire process from the time the egg enters the candling room in the shell until it reaches the "sharp freeze" room requires about eight minutes.



Every churnful of eggs is measured for solid content. Operator uses a "refractometer," places drop of egg on a glass plate, looks through microscopic lens. Light, refracted through the egg drop, strikes an index scale, shows instantly if contents are proper standard

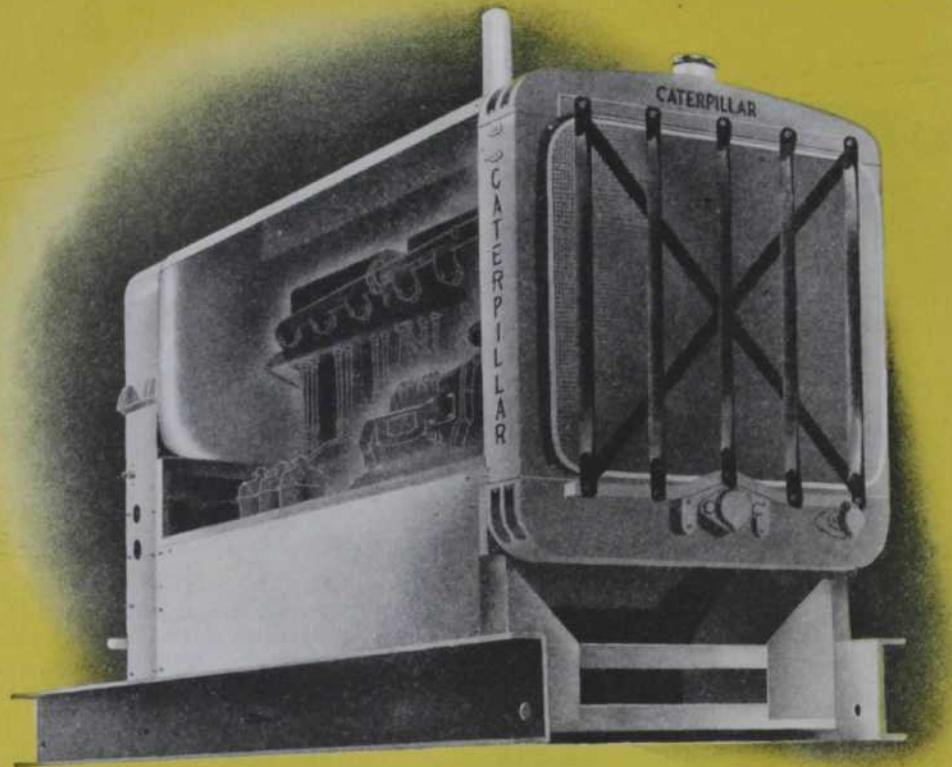
KAUFMANN-FABRY



KAUFMANN-FABRY

Sometimes after breaking, yolks and whites are separated. Whites alone cannot be churned as they become foamy. They go to "over-the-falls" process, cascade through six pronglike strainers, are again inspected against stray bits of shell, pour from lower vat into shipping can

DO IT WITH DIESEL



Well drilling in the oil fields—road maintenance in the wheat belt—farming in the Northwest—logging in the cypress country . . . each has its industrial romance. But as universal as laughter is the extra profit that comes from savings in power costs when "Caterpillar" Diesels are assigned to the job. Which explains why agriculture, mining, oil, lumber, contracting and other industries have been "going Diesel" at a great rate.

"Caterpillar" Diesel Engines—in tractors, excavators, mill, hoisting, drilling, road maintenance and other machinery—

have no rivals in low operating costs among other types of power. Built for low-cost Diesel fuel, and using it sparingly, these simple, sturdy power-plants deliver steady, dependable power day, week, month and year after year at an average hourly cost of only a dime or two for fuel and lubricating oil—and with little or no up-keep expense over long periods.

Interesting? It is, indeed—to any power user. What is your particular power problem? There's a "Caterpillar" dealer near you, with a world of facts-and-figures. Or, mail the coupon below.

SEVEN ENGINE SIZES—44 TO 160 HP. . . . More than 80 leading machinery and equipment manufacturers power their products with "Caterpillar" Diesel Engines.

CATERPILLAR DIESEL POWER

CATERPILLAR TRACTOR CO., Dept. NB-8, Peoria, Ill., U.S.A.
Gentlemen: Please send me information on "Caterpillar"

- DIESEL ENGINES
- TRACTORS
- ROAD MACHINERY

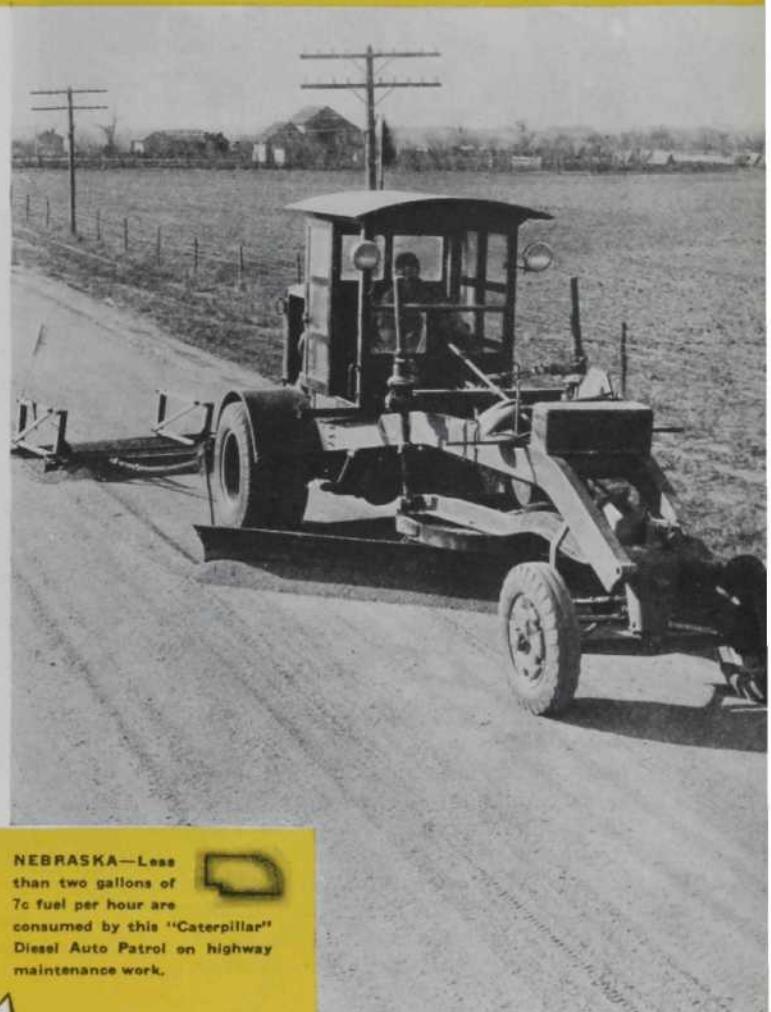
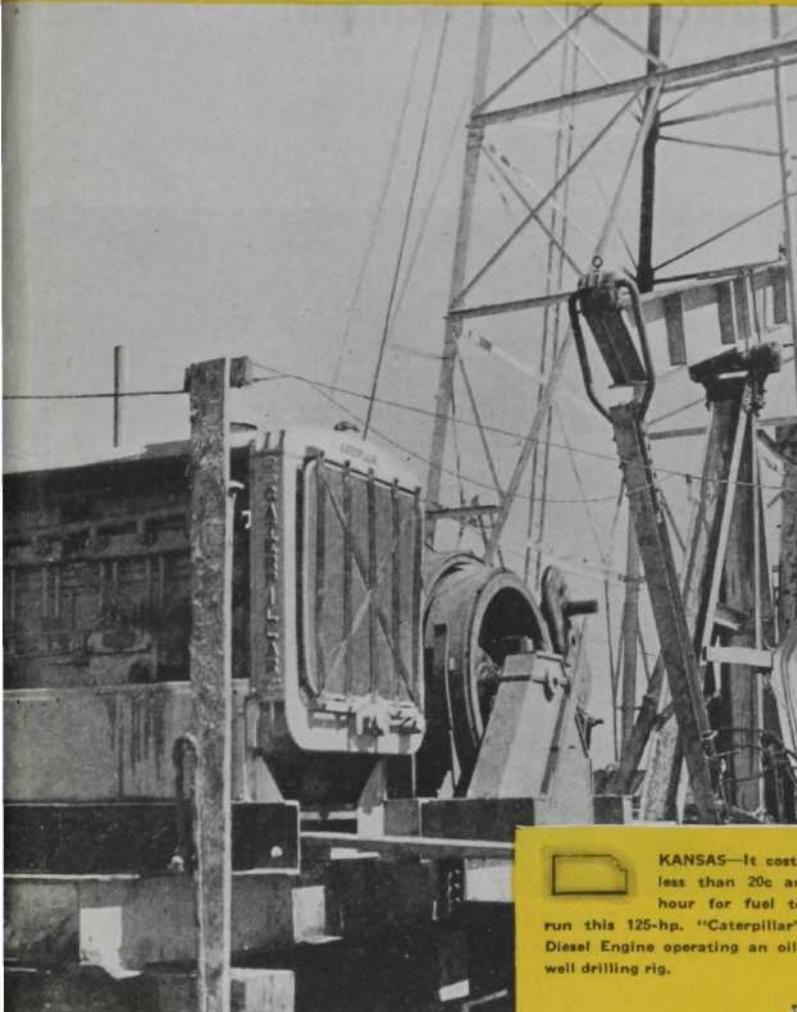
need power for
ame

REG. U.S. PAT. OFF.



CATERPILLAR TRACTOR CO., PEORIA, ILL. . . . WORLD'S LARGEST MANUFACTURER OF DIESEL ENGINES, TRACK-TYPE TRACTORS AND ROAD MACHINERY

AND POCKET THE PROFIT *

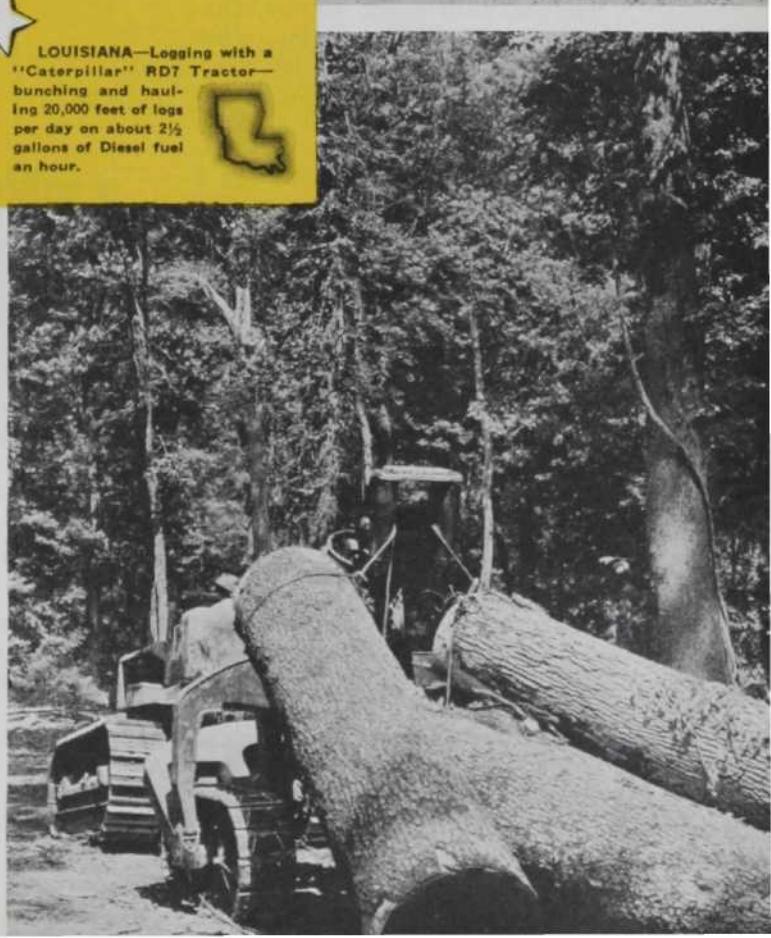


KANSAS—It costs less than 20c an hour for fuel to run this 125-hp. "Caterpillar" Diesel Engine operating an oil-well drilling rig.

NEBRASKA—Less than two gallons of 7c fuel per hour are consumed by this "Caterpillar" Diesel Auto Patrol on highway maintenance work.

WASHINGTON—A "Caterpillar" Diesel Tractor pulling a five-bottom plow and covering 18 to 20 acres in 10 hours on only 20 gallons of low-cost Diesel fuel.

LOUISIANA—Logging with a "Caterpillar" RD7 Tractor—bunching and hauling 20,000 feet of logs per day on about 2½ gallons of Diesel fuel an hour.





Modern diner has cook shed with automatic stoked range

MORE THAN 6,000 wagons (now called dining cars or diners) serve *table d'hôte* and *à la carte* meals to approximately 2,000,000 patrons daily. The average "take" is \$400 weekly. Some operators report as high as \$2,000 weekly. Average meals served daily to 250. Average unit sale 25 cents. Cash business. Takes about 15 minutes to consume the average meal.

Patrons want quick service. Diner is the biggest meal but some business must drift in all day long; otherwise, profits are lean. Takes about five men to handle a gross of \$1,600 weekly.

A good paying wagon employs a chef at \$40, short order man at \$35, night man at \$30 and proprietor. Ground rents run from \$45 to more than \$300 for choice locations. Most locations are leased.

Profits on sales average 20 per cent. Gross margins are about the same as in other eating places—about 50 per cent—but the lunch wagon makes a bigger net.

Erroneous is the assumption that these culinary Pullmans serve secondary meals. Many a chef, hot from the griddle of a first-class hotel, has found his goose cooked trying to prepare dining car cuisine. Oldtimers explain that the average hotel cook is usually expert upon only one form of gastronomic art. A chef in a streamlined lunch wagon must prepare all kinds of dishes tastefully.

Up to a few years ago, the lunch wagon was no woman's land. Today, 25 per cent of the patrons at the better wagons are women and children.

Physicians, lawyers, school teachers, judges, Congress-

Lunch Wagons Streamline— Customers Stream In



New diners developed from old "hand-out" wagons have bars, are air conditioned, have table service, cost \$30,000



This streamlined lunch wagon, 60 feet long, was moved over highway in one section. Larger ones are built in two sections for ease in moving

men, as well as truck drivers and office boys, patronize dining cars today.

Twenty or more *à la carte* meals are available, home-made pies, soups, sea food, frozen desserts, pastry, fruits, meats and sometimes waitresses. In some diners only fresh vegetables are served winter and summer. Canned vegetables only in emergencies. Food is cooked in the open. Many patrons like that. De luxe diners are equipped with

(Continued on page 107)

A Man with a Flexible Future

By HERBERT COREY

CLOSE-UP of Robert Jackson who came to Washington unwillingly and who does not yet know, or will not tell, what's ahead for him

BOB JACKSON saved Mrs. Roosevelt's face in the matter of her income tax returns.

First explanatory note: No one should speak of an Assistant Attorney General of the United States as "Bob." Especially no one should use pet names for an assistant attorney general who is regarded as pretty hot stuff. Mrs. Roosevelt lost no face. She gave every penny of her radio income to charity, and if she had paid an income tax on that generous gift, the Roosevelt family would have registered a distinct drop in its tribal acumen. Jackson did not save her. When he rendered an opinion to the effect that she owed no tax on money she had never received he merely took a common sense view of a law that is in spots as sweetly consistent as a tree full of parrots.

Second explanatory note: Mr. Jackson gave out his opinion in the back room. He did not notify the tax-paying body at large that, if its members gave away all of certain forms of income, they could not be held liable for income taxes. He only told that to Mrs. Roosevelt.

Third explanatory note: At this writing he is still manifesting the fine old Jacksonian ability to refuse to explain.

Fourth note: Some lawyers say his opinion to Mrs. Roosevelt was grand common sense and fine logic but that it is not supported by the printed word.

Fifth note: There is a widely held belief that Jackson is on his way to town. People think he is one of the Unstoppables. Some say he is one of the smartest of the new Young Men. Those who enjoy invidious comparisons—and who doesn't?—say that



Who is he? What has he done? What does he think?

Mr. Jackson can give Benny Cohen a library and Tommy Corcoran a silk hat, a rabbit, two ukuleles and a piano stool and that, when the game ends, Mr. Jackson will have their community pants, so to speak.

No one is quite certain whether the town Mr. Jackson is headed for is the town of politics or the town of law, but there is a firm belief that he is on his way. This will not be supported by Mr. Jackson. Mr. Jackson is not diffident. He is not coy. Nor is he forthcoming, full of parlor melodies, or manifestly a man among men. He is just a fine, open-eyed chap who has a manly modesty and an engaging candor so that presently

his interviewer wants to call him "Bob."

"I don't know what's ahead of me," he said. "I don't think any one knows. We haven't as much to say about our lives as we sometimes think we have. We play a good card and something trumps it. Twice I refused to come to Washington. Now that I am here I don't know where I'm going."

Robert H. Jackson is in charge of the Government's trust-busting activities. He's more than that. He's the Government's ace. There has been talk that President Roosevelt might appoint him to the Supreme Court of the United States. He is only 45 and, if the talk about getting young men

on the bench means anything, that is about the right age. He is considered one of the ten best trial lawyers in the United States.

The Justices of the Supreme Court listened to him with marked attention when he addressed that tribunal. The questions they put to him show that they take him very seriously. They have been known to reduce unprepared attorneys to midget size by their inquiries. Even eminent lawyers.

They have seemed rather to enjoy listening to this young man from New York State. But the story also goes that when Mrs. Robert H. Jackson heard of this possible elevation she said, "No!"

"I won't let them lock my husband up with those nine old men," she said.

Many possible jobs

IT HAS been said that Jackson might be named Attorney General. An effort was made to coax him into accepting the nomination for lieutenant governor of New York in 1936, the idea being that, after the election, Governor Herbert Lehman could go back to his banking business and Jackson could carry on. If the coaxers had authority they lacked persuasiveness. It is possible that Jackson may run for governor of New York but if he does it will be on his own time. Those who make a business of studying the political tea leaves think he may be a New Deal starter for New York's next United States senator.

There is even talk that the New Deal might like to see him move into the White House at some reasonably remote date, which is a line of gossip not encouraged by various other bright young men. Here we will only commit ourselves to two allegations:

Mr. Jackson does seem to be going to town.

People just naturally talk of him as "Bob."

To this might be added three interrogatories:

Who is he? What has he done? What does he think?

Those queries may best be answered in unorthodox order. He was a New Dealer before there was a New Deal. In 1931 he was warning the public utility section of the American Bar Association that, if some of the utility leaders did not take care, they would get into trouble. He said

that the holding company "unquestionably has a legitimate and useful place in utility finance and management," in which he differed from those who later demanded that all holding companies be destroyed. But he remarked that "we have too many 'power securities' which have little to do with power and less with security." He quoted sound banking opinion in support:

It is often said it is not the duty of the state to protect individuals against unwise investments. But if the state cannot entirely abolish burglaries it does not need to supply burglars with tools. There is no logical reason why the state should not hold the corporation it brings into being to logical uses.

He has never been one of the bright young men whose brightness is so excessive that they dazzle themselves. His best clients have always been corporations, but he has made the distinction that, although corporations were his clients, he has never been a corporation's lawyer. He has had some savage things to say of big banks that stuffed little banks with securities that really should have come in rolls and of big corporations that misused their power to injure small corporations.

But during that period in which the handsomest coats-and-pants models in Washington were attacking the "profit motive" Mr. Jackson said nothing. He likes the profit motive pretty well himself. Unless the profit motive were turning out a reasonable r. p. m. Mr. Jackson would not be able to live on the farm his soul delights in.

"It was cleared by my great-great-grandfather," he says with pride. "We've lived on it ever since."

Nor would he be able to indulge his liking for dogs and horses. He has a little stable of his own.

"We do a little racing up home. Just on the local tracks. It's lots of fun."

One of the papers on his desk when I saw him had to do with the registration of one of his horses, a Kentucky hunter who can carry weight over six rails. I know the book says that pronoun should be "which," but it never will be when I write about a good horse.

"A little cold blood for weight and kind handling," said Mr. Jackson, "but a Kentucky hunter is mostly thoroughbred."

In his barn at home is a target backed by steel plates to stop the .22 caliber bullets the Jackson family shoot at it. "Lots of fun." He rides every morning when possible, but his pretty daughter is a better rider than he is. His young son just finished best of class at St. Albans School, and he is proud of that as a father should be. At a guess he weighs 160 pounds, he shakes hands well, his blue eyes are wide apart, he is active without being nervous about it and he seems to be happy. He likes lawyers, they like him, but he never gets moist and tremulous about the profession. He told the 1937 dinner of the New York Bar Association:

We are unwanted children. Every one agrees there are too many of us. I have long advocated a New Deal law to pay the law schools for not producing lawyers. The New Deal has performed a service to the Bar by keeping so many law professors busy in Washington. They could do less harm making new laws than at their usual task of making new lawyers. Some think society would do well to plow under the worst of us. Others think the worst of us do less harm to society than the best of us. The little fellows are relatively harmless because not so powerful.

His talk to the New York lawyers was not all humor:

What's Coming in October



Can Commercial Banking Continue?

By B. H. McCormack

Will loan business return or will investments be the principal source of future bank earnings? Is branch banking in prospect? Will regulation become even more stringent? Bankers from all parts of the country contribute their answers to these and other present problems in the field of finance.

He's Been Working on the Railroad

By Ray Mackland

Forty-seven years ago William Martin Jeffers was call boy with the Union Pacific. Since then he has been messenger, night telegrapher, clerk, timekeeper, assistant foreman of a steel gang, dispatcher, train master, vice president. Today he is president seeking new opportunities to pioneer.

From Shylock to Grandpa

By John Anderson

Some views of the business man as the world's dramatists have seen him.

Our sincerity is always under a cloud. People think that a profession whose voice and hand are for sale may have a price on its heart also. Exceptional lawyers do not have convictions of their own, but there is a cruel realism about the underworld that calls any lawyer, even its own, a "mouthpiece." Even the upper world notes that a lawyer's retainers and his conviction seldom con-

Accounting Costs Cut

Typical business executives tell how electrified machine simplifies bookkeeping... cuts costs.

Factory Owner — "Social Security and other new payroll deductions had us worried for a while. But with the Remington Rand Model '85' machine we've cut accounting costs by posting and proving all four payroll records for each employee in one operation."



Retailer — "The biggest accounting job in our store is handling accounts receivable. Model '85' has increased the speed of customer billing and at the

same time cut down errors. And we use the same type machine for accounts payable . . . which helps enormously in getting monthly closing figures on time."



Insurance Company Executive — "Before buying our Remington Rand Model '85' machine we prepared eleven records separately every time we wrote a policy or made an endorsement. Now we do the same job—more accurately and legibly—in two simple operations."



Banker — "We bought our Model '85' for use in posting Trust Department records. But it did its work so fast we now have it helping us out in several other departments too. All in all, our accounting costs have dropped while errors in records have practically disappeared."



Public Utility Executive — "When you buy a new customer billing installation, it's important to see that the machines fit your exact needs . . . instead of having to make your needs fit the machines. That's why we went to Remington Rand, who have the largest and most complete line of accounting equipment."



Time and work saved WITH THIS SPEEDY MACHINE THAT POSTS SEVERAL RECORDS AT ONCE!

WITHOUT eliminating any necessary record you can save time and work on accounting. The Remington Rand Model "85" posts several related records at one time and in one operation. Prevents wasteful delays in your accounting department. Reduces human error to the minimum by automatically proving figures as the operator proceeds with the posting. Get full details on how much the Model "85" could save for your business by phoning Remington Rand in your city or writing to Remington Rand Inc., Buffalo, New York.

REMINGTON RAND MODEL "85" the only machine in the world with all these 9 features

- 1 Complete electrification of all alphabet and numeral keys, and of carriage.
- 2 Complete flexibility of registers, providing extra accumulations without rebuilding or replacing machine. Additional registers limited only by length of carriage.
- 3 All registers visible for columnar accumulation and cross-computation. All registers equipped with direct subtraction, providing contra-entries within specific column, and instant correction of errors.
- 4 Completely electrified automatic tabulation from column to column.
- 5 Complete visibility of writing line, permitting easy checking of every entry.
- 6 Automatic line proof of each individual entry provides instant audit.
- 7 Independent control of each related form to be prepared simultaneously.
- 8 Uniform legibility of all records.
- 9 Made by Remington Rand Inc., Buffalo, New York, the only single manufacturer who can supply complete accounting systems, equipment and assume complete responsibility.

OK...it's from Remington Rand

flict. People wonder whether it is convictions that get retainers or retainers that beget convictions.

His hearers laughed and nodded their heads. Maybe that was because they were taking it on the chin. He criticized the dry legalism of the profession and the courts:

Other men are known by their fruits, we judge our work only by logic. . . . Legal philosophy sets up a method of thinking that is not accepted by any other profession. . . . Unreasoning devotion to precedent is so normal for the lawyer that Joseph Choate in eulogy of James C. Carter noted almost as an eccentricity of that genius "that he was not always willing to admit or to recognize the binding force of precedent. One of his favorite maxims was that nothing was finally decided until it was decided right." And Choate referred to this trait as vulnerable.

Jackson illustrated this by a story:

When I was counsel to the Bureau of Internal Revenue an opinion was asked as to when a marriage would change a taxpayer's status. A young lawyer, destined, I am sure, for high judicial honors, prepared the answer. He set forth the rule of law that a fraction of a day will not be recognized. Then he added the rule as to service of process by which we exclude the day of service from the count. He arrived by this legal logic at the decision that a marriage is effective on the day following the ceremony. I did not sign that opinion, although I could point to no flaw in the legal reasoning.

Jackson thinks of himself as a liberal, but he also thinks that he keeps his political shirt on. Some of his warmest admirers are on the other side of the political fence and they agree with him. They have been defeated by Jackson in several of the big cases he has handled for the Government. Notably, he won for the Government the Electric Bond and Share case in the District Court of New York, in which the Public Utility Holding Act had been attacked, and the Silver Tax case in the U. S. Supreme Court, the Cocoanut Oil tax case, and the Social Security cases.

"You know how it is," they say of him. "In the heat of controversy any one of us may go a little farther than we would at home. Bob (note the recurrence of the Bob theme) is not a radical. He is a liberal and a sincere one. But he would not attack the structure of our Government. He would correct its faults as he sees them."

They think "the heat of controversy" was responsible for some of the things Jackson has said. They find it hard to be-

lieve that the Jackson they know supported President Roosevelt's attempt to add to the Supreme Court by the statement he made at Carnegie Hall in New York on March 24, 1937:

I agree that an amendment may be needed to the Constitution. But today no considerable body seems able to agree on any one amendment. No one knows how long it would take to get it passed. When we got it adopted no one knows what the judges would say it meant. That is why it is important that this generation have something to say about who the judges are to be.

He could not understand, he said, those friends of labor and of realism, who want to go so far—some day when they can get an amendment—as to destroy the power of the Court, but who urge you not to do anything

that will be effective today. They reminded him of:

"The pious youth who made the prayer: 'Lord, make me virtuous—but not immediately.'"

Defended wage-hour bill

HE DEFENDED the first draft of the Black-Connery wage-and-hour bill, and told the Senate and House Committees on Labor that he saw no parallel between it and the outlawed NRA.

"This is distinctly an effort to take into control of the nation the standards of interstate commerce and not leave them to the whims of any group of employers."

In winning the Social Security case, his argument was marked by the clarity of a newspaper's news story rather than by the involved and legalistic phrases of the constitutional lawyer.

This plan was that if the worker during his productive years would contribute to the Treasury of the United States, then the Treasury of the United States, in his unproductive years, would contribute to his necessities. We submit that there is nothing unconstitutional in this exercise of the power to tax and the power to appropriate. . . . One of the first acts of our federal Government was to relieve the states of their burdens by assumption of their debts. The Constitution does not prohibit the assumption by the United States of obligations which a changing condition may make necessary for the general welfare.

So much for what he thinks.
As to what he is—

He was born on his family's farm in Spring Creek, Pa., in 1892, just across the western line of New York State. He worked as any other farm boy would work, learned to shoot, and ride a horse, and fish, went to school although not to any college, graduated from the Albany Law School and was admitted to the New York bar in 1913 when he was 21. In those days Democrats were not much more plentiful than saber-toothed tigers in western New York. He became president of a Democratic club before he had reached his majority, principally because he was the only Democrat in the neighborhood who could make a speech. He continued to be a Democrat, partly because he had been born that way and partly, no doubt, because he rather liked to be in opposition. It gave him practice as a fledgling attorney.

(Continued on page 119)



Challenge by a Lady

MIILTANT president of Kellems Products, Inc., Miss Vivien Kellems is one of three women who hold memberships in the American Institute of Electrical Engineering. Her company manufactures cable grips used in electrical wiring. Ten years ago her brother worked out an improvement of the grip then in use. He didn't believe the new product marketable. His sister did. She developed the market and organized a company for manufacture.

Speaking before the Fairfield County Public Forum, Norwalk, Conn., Miss Kellems challenged business men to get off the side-lines and "join in the fight" which electric utilities are waging against public ownership. "If our government is successful in its avowed purpose of going into the electric business," said Miss Kellems, "you may be assured that it is only the first step toward public ownership of other businesses."

Discussing private electric utilities and what they have accomplished, she pointed out that rates have been steadily decreased for 50 years from an original cost of 22 cents a kilowatt hour to a little over five cents. "The American housewife," declared Miss Kellems, "spends more for her cosmetics than she does for electricity, and the cigarette bill in the average home would more than pay for the electricity used in that home."

Leaders in the March of Business



L. R. Boulware

ACME



Charles R. Walgreen



John A. Brown

FRANK EHRENFORD

L. R. BOULWARE, vice-president of Carrier Corporation who announced that his company will shift 80 per cent of its administrative and productive operations to the old Franklin automobile plant in Syracuse. Carrier and other air conditioning equipment manufacturers report first half of 1937 shows a 20 per cent increase over sales volume for whole year of 1936.

Charles R. Walgreen, president, Walgreen Company, who is building a \$1,000,000, five-story drug store in Miami, Fla. Store will serve 700 persons at one time in the balcony and mezzanine restaurants. First floor will be devoted to drugs, third and fifth to stockrooms, service and kitchens.

John A. Brown, president, Socony-Vacuum Oil Company, Inc., who announced that his company would continue its 34 year old pension plan for at least the next two years along with requirements of Social Security Act because "we all receive more for our money in the company plan."

Leroy A. Van Bommel, president of the Sheffield Farms Company, points out construction detail of new plant to Frederick E. Williamson, president, New York Central R. R. The new \$2,500,000 plant is being built over railroad tracks in the heart of New York City and tank cars will deliver milk directly into the basement.

E. B. Murray, of Kansas City, president, National Association of Building Owners and Managers. Formerly major in U. S. Army Engineers, building construction and drainage control engineer—now head of own company managing commercial properties. Speakers at convention reported that taxes, labor and legislation were chief factors causing unlimited trouble to real estate and disturbing security back of investments.



Leroy A. Van Bommel (left)
Frederick E. Williamson (right)



Everett B. Murray

MISS REINECKE

The Map of the Nation's Business

By FRANK GREENE

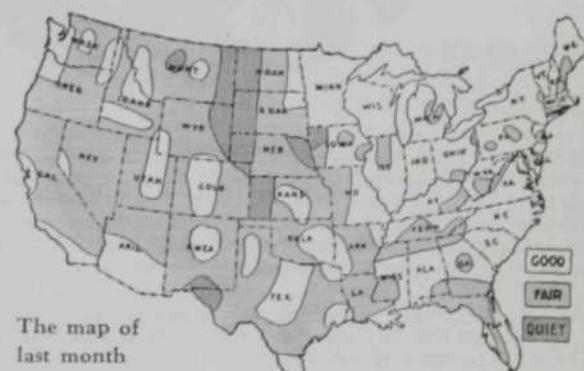


JULY was a stirring month in American agriculture, trade and industry. Large prospective yields of grains and cotton, with the safe housing or shipment of much of the new wheat crop, seemed to point to a return of "old time" export trade and some possible reduction in the cost of living.

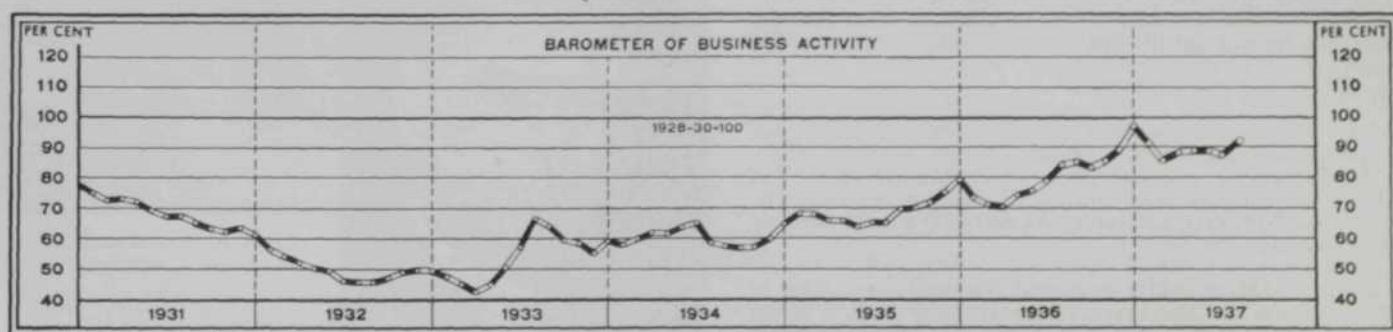
With the ending of the steel strikes inherited from late May, the industrial situation eased considerably. Industrial activity and employment improved over June in a number of lines and banked-up orders were reduced. Failures were few and liabilities lighter than for nearly eight years.

The stock market continued fairly steady and, on the whole, cheerful. Grain prices, after a bulge upward in mid-month which reflected short stocks of old grain, eased off as the new wheat crop movement to market grew in volume. Bank clearings in July registered a five per cent gain over a year ago.

Crop harvesting and moving to market have absorbed a good deal of idle labor and help to whiten the current map



The map of
last month



BASED ON INFORMATION SUPPLIED BY DUN & BRADSTREET, INC.

Improvement in many lines, particularly in steel and electrical output, is reflected in a rise for July from the relative stability of the preceding three months

In 150 industries new equipment is being purchased this modern way

WHEN, in order to effect operating economies or for other reasons, purchase of new machinery becomes advisable, many firms today elect to pay for it by use of the C. I. T. Equipment Funding Plan.

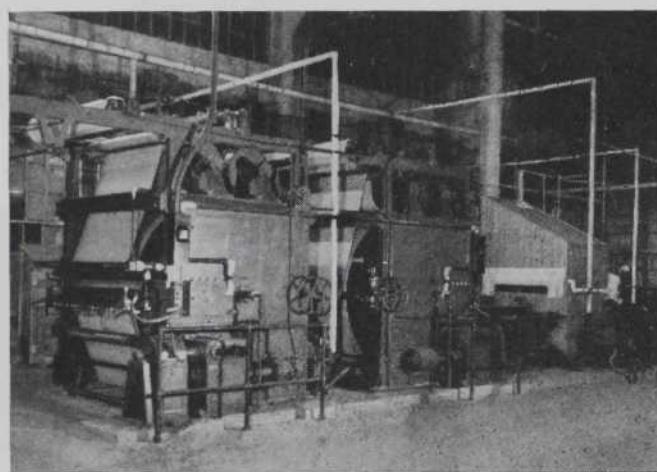
This plan permits a minimum cash disbursement. The balance is distributed over several years under a fixed amortization arrangement. The advantages of this method are that liquid assets are conserved. The machinery, put in operation immediately, helps pay for itself. Frequently, a purchaser who finds it convenient to buy only one unit with ready cash, under the C. I. T. Plan is able to obtain several needed units with the same initial cash outlay.

The charge for C. I. T. financing of a durable goods purchase is the lowest generally available for such purposes . . . less than the average cost of floating small capital issues and the whole operation is much simpler.

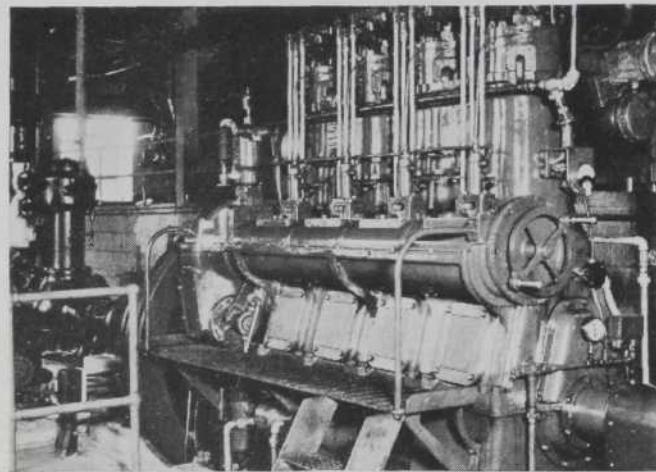
If you are in need of new equipment, why not look into the C. I. T. Equipment Funding Plan method? Put the new, improved machines to work immediately cutting costs. Let them earn at least part of their purchase price *out of savings!*

The C. I. T. Plan is available not only to the business firm that wishes to buy new equipment but also as an aid to the manufacturer of machinery and equipment who is interested

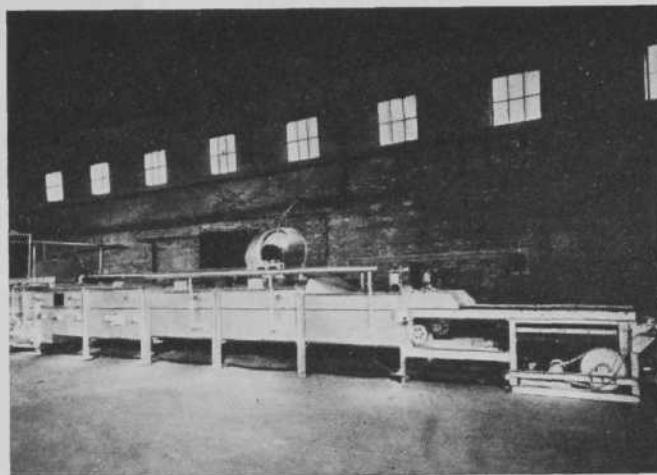
in increasing sales. Whatever your purpose, whether to acquire new equipment or to promote its sale to others, investigate this popular plan. More than 20,000 purchasers in 150 different industries made use of it last year. An informative booklet, "Five Ways to Buy Equipment," will be mailed on request.



The purchase price of textile machinery is often funded on a long-term basis. This finishing machine is typical of much equipment bought by the textile industry without large cash outlay through the C. I. T. Funding Plan.



This Diesel equipment, in an ice plant, is effecting savings approximately equal to the monthly payments which are due under the C. I. T. Funding Plan.



A glass specialty plant required this oven. But the management preferred not to make a considerable cash outlay at the time. C. I. T. Funding was the answer.



COMMERCIAL INVESTMENT TRUST INCORPORATED

A UNIT OF COMMERCIAL INVESTMENT TRUST CORPORATION

Combined capital and surplus over \$100,000,000 • One Park Avenue, New York City

Business Men Say . . .



CHARLES F. KETTERING, Vice-President
General Motors, in charge of research

"We will have to provide roads for 50 per cent more motor vehicles in the next 23 years . . . there are a number of indications that the population trend is back to smaller communities—some persons predict a string or ribbon city built on both sides of a trunk highway—others believe in the increase of small communities—there are others who believe that faster means of transportation are coming and workmen will live 50 miles from their work. . . There will be great expansion in the use of trucks and busses with the trend toward smaller, faster units."

A. W. ZELOMEK, Economist
Fairchild Publications

"This is not the time to take a short position in any commodity. . . Retailers who step out in the early fall and try to sell the country to death at the beginning of the season will be making a mistake. . . this is no time to reduce inventories too drastically. . . The next six months will see retail prices up eight per cent on an average; the cost of living five per cent higher; production 3.5 to five per cent greater, and retail dollar sales, 12.5 per cent better. Volume of goods moved will gain five per cent, higher prices accounting for increase in dollar sales."



BACHRACH



LOUIS K. COMSTOCK, President
Merchants Association of New York

"Recent trends justify the conclusion that there is grave danger that unless industry and commerce bestir themselves they are going to find themselves overshadowed and outdistanced in the race for control of their enterprises. . . Millions who still have faith in themselves and desire no other boon from Government than freedom of opportunity constitute the greatest force in America if properly organized. Great responsibility for leadership lies with our business men."



HARDWARE RETAILER PHOTO

HUGH C. ROSS, Jackson, Tenn.
Retiring President, National Retail Hardware Ass'n

"The small merchant has the same opportunities to sell the public the same values as the 'big fellows' if he will keep his business up to date with modern store planning and streamlined merchandising and then tell the public all about it. . . Hardware retailers located in towns between 3,400 and 10,000 population led the profit parade in 1936; the lowest rate of return being 9.15 per cent on investment."



"I see your rope costs are lower, John"

"Yes, we've switched to Preformed"

"We made an investigation and found that while preformed wire rope carries a slightly higher initial cost, on *our* applications it gives unusually long service. I believe you'll find our wire rope costs are now way down."

Long service means fewer shutdowns for repairs or replacements. And, of course, that means

reduced idle time of men and equipment; steadier production schedules.

It will pay you to ask for an analysis of *your* wire rope requirements. Preformed might drastically cut your costs, too. Your regular wire rope supplier or manufacturer will gladly study your situation.

Ask Your Own Wire Rope Manufacturer

***Preformed* WIRE ROPE**

GIVES GREATER DOLLAR VALUE ON MANY APPLICATIONS

MEMO . . .

for Busy Readers

1 • 400,000 unpaid tax collectors 2 • Recovery falters, railroads suffer 3 • Toll gates gone, toll roads linger 4 • Delaware first in patents 5 • Gas tax mounts to a billion and a third 6 • Public debt would cancel eleven months' wages 7 • Louisiana woos industry

Tax Role of Gas Sellers

MORE than 3,700 have been added to the army of 400,000 men now in payless service of federal and state governments as gasoline tax collectors, the American Petroleum Committee notes from census figures. The new contingent is made up of proprietors and employees of tourist camps which sell gasoline and oil as a sideline. The main army, 400,000 strong, is made up of service station operators.

Tourist camps are a comparatively recent form of American business, and before 1935 were not enumerated by the Bureau of the Census. In that year, the Bureau now reports, there were 9,848 tourist camps in the United States. Of these 2,034 sold gasoline and oil. Nearly 16,000 men and women are reported deriving their livelihood from this activity. Tourist camps with service stations account for approximately one-fourth of the total number of workers engaged.

Total receipts from rentals, sales of meals and merchandise by tourist camps amounted to \$24,300,000. Census figures indicate that tourist camps with service stations get a greater proportionate share of the business than those which do not sell gasoline and oil as a sideline. Average 1935 business done by tourist camps with service stations amounted to \$4,836; average of other camps came to only \$1,851.

Slowest Recovery

"FREIGHT loading statistics for the first five months of this year indicate," the *Railway Age* says, "that during the last four years of recovery business as a whole has regained only about one-half of the ground that it lost during the preceding four years. This is the slowest progress out of a depression ever recorded in the country's history."

What is "recovery"? Following every previous depression it was an increase in the production and distribution of commodities to levels far higher than any ever reached before. The bottom of the depression of the 'nineties was reached in 1894. Four years later the freight busi-

ness of the railroads was 22 per cent larger than their pre-depression maximum business. How large is it now after four years of "recovery" since 1933? In the first five months of 1937 car loadings of freight were still 25 per cent smaller than in the first five months of 1929. . . .

It is often said in reply to citation of such facts that the railroads present a special case—that their failure to recover is due to competition to which they were not formerly subject. But, in fact, the failure of the railways to recover is mainly due to lack of recovery in some of the most important industries from which they derive their traffic. . . .

The slow progress of recovery has been principally due to economically unsound policies intended to change the distribution of wealth and income, the proponents of which have disregarded the seemingly obvious facts that the volume of production and construction determines the amount of wealth and income available for distribution, and that there can be no real recovery from depression that is not based on complete recovery of production and construction.

The principal fallacy of their theory is its disregard of the vitally important fact that a large part of the buying necessary to afford full employment and cause maximum production and construction is done through the investment of capital; and that policies as respects wages, working hours, taxation and the currency which unduly increase costs of production and construction and prevent confidence in future profits inevitably hinder the investment of capital.

Toll Roads Still Here

TOLL gates to control the use of roadways would be a curiosity to the motorist of today, but the toll idea persists, says the Lincoln, Nebraska, *Journal*, in a modified version.

. . . the motorist must pay for use of the roads. He has already paid for road construction, and is now paying for maintenance and aiding to even-up governmental budgets that have a habit of getting out of balance.

Wherever he stops to fill his tank with motor fuel, the man who sells also makes a collection for the government. This collection, the country over, now runs into billions. The traveler may be moving with a heavy truck, with a \$25 second-

hand car, or with an expensive limousine, yet he pays the same toll, so much added for every gallon of motor fuel that he buys.

Some of the money collected is not used on the highway at all. It is used for social security and other purposes. Therein the motorist is being gouged to the profit of others.

Taxing a class for the benefit of all is held to be plainly improper. The charge in excess of actual service rendered to the man from whom it is collected is held to be government profiteering. That is an ugly word that became anathema in war times when it was applied to individuals. Is it any less odious now when applied to the government?

A Rating of Inventiveness

WHICH is the country's No. 1 state in inventiveness?

"Delaware!" exclaims *Industrial and Engineering Chemistry*, basing its conclusion on a survey made by Paul C. Boone.

In the last two years one in every 870 persons in Delaware has patented an invention, a ratio believed to set a national record. The millions invested in chemical research by manufacturers largely account for Delaware's primacy, as the inventors are mostly connected with industry, says the journal:

In 1920, Connecticut, in inventiveness with one patent to every 1,440 of population, preceded only by the District of Columbia with 1,360, New Jersey was next with 1,610 although closely followed by several other states including California. Delaware was in tenth position. . . .

Most of the Delaware inventions are in the chemical field. New Jersey has the next largest percentage of chemical inventions of the states east of the Mississippi which rank high in inventiveness. Owing, however, to the large amount of nonchemical manufacturing industries located there, this percentage is not of the same range. Until the past three years Delaware has been outdistanced by several states, and as late as 1930 was eleventh.

Tax Bill of the Motorist

MOTORISTS paid an average of \$48 each in taxes, direct and indirect, contributing \$1,349,000,000, or ten and one-half per cent of the nation's entire tax revenues for the fiscal year ended June 30, 1937, according to the Northwestern National Life Insurance Company.

Total federal, state and local tax collections are estimated at \$12,872,000,000 for the fiscal year. General property taxes contribute \$4,718,000,000 and income taxes—federal, state, and local—\$2,629,000,000, according to the company's study, with the owners of 28 million motor vehicles ranking a strong third as a source of revenue.

Gasoline and oil taxes, totaling \$884,000,000, make up the major part of motorists' current tax contributions. All 48 states and the District of Columbia now levy taxes on gasoline, in addition to federal levies on gasoline and oil. Combined federal and state taxes on gasoline average slightly over five cents per gallon, for the country as a whole.

The purchaser of a new low-priced car pays \$101 in taxes, both direct and indirect, in his first year of owner-

The big fellow helps us all



HERE you see one of the most modern freight locomotives used by American railroads.

It develops 6,500 horsepower. It can haul freight 70 miles an hour. It can highball a string of loaded box cars more than a mile long.

That the railroads are using such mighty engines is a good thing for everyone.

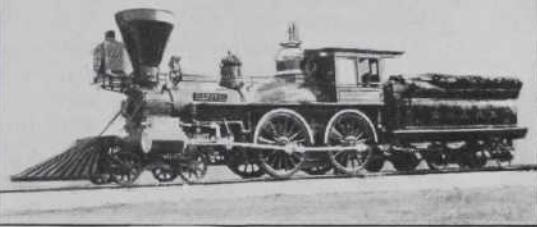
Take shippers, for instance. Costs, and therefore rates, are directly affected by the number of cars which modern locomotives can

pull. If trains were as short as they were thirty-six years ago it would add more than three quarters of a billion dollars to the annual freight cost, based on 1936 traffic. Or take wages. The railroads' ability to meet present-day pay rolls depends on low cost operation—and the length of the modern freight trains largely determines such costs.

Or take safety. Longer trains reduce the chance of grade crossing accidents and collisions, because the more trains you have on a track, the more chance of accidents. As a federal court recently said, "The frequency of train and train-service accidents is directly related to the number of train units operated."

Since 1923, the railroads have spent more than eight billion dollars in improvements, much of it to provide more powerful locomotives, larger and stronger cars, strengthened track and bridge structures, and reduced grades and curves that make possible modern methods of railroad operation including the running of longer, heavier and faster trains.

Pictured here is a famous engine of seventy years ago. When freight depended on such motive power, rates were three times as high and wages were only a fraction of what they are today.



Everyone knows the great safety record of the railroads today. And during the period from 1923 to 1936, when the length and speed of trains showed a striking increase, the frequency of train accidents of all sorts decreased 58.5 per cent, and head-on and rear-end collisions decreased 64 per cent.

Here in plain terms is the great story of how the railroads keep abreast of the times.

American railroad rates are the lowest in the world; American railroad wages the highest.

For that, give a good part of the credit to the "big fellow" and the long modern trains he pulls.

Here's a book that tells a story of interest to agriculture, industry, commerce and the average American. For your copy, write Association of American Railroads, Transportation Building, Washington, D. C.



ASSOCIATION OF
AMERICAN RAILROADS

WASHINGTON, D. C.

"WAS YOUR BUILDING
FULLY INSURED?"

"YES, BUT I FORGOT TO
INSURE MY EARNINGS!"



When a fire or other peril destroys your plant, the visible loss of buildings, machinery and stock leaves nothing to the imagination, but there is also an invisible loss which is nevertheless just as real.

Even when your insurance on buildings, machinery and stock is adequate for replacement, many months may elapse before production can be resumed. Meanwhile the earnings which pay salaries, interest, preferred dividends and many other expenses—to say nothing of net profit—are likewise shut off.

A moment's reflection will convince you that your earnings can be wiped out by the same loss that destroys buildings, machinery and stock. The loss of earnings may even exceed the property damage loss. The need for earnings insurance is real. Inform yourself fully by using the coupon.

AMERICAN INSURANCE COMPANY
Dept. 1311, 15 Washington St., Newark, N. J.

Please send me, without obligation, your free booklet entitled "Prospective Earnings Insurance." I want to know more about this complete protection.

Name _____

Company _____

Address _____

City _____ State _____

If you desire

Reprints of Articles

in this issue

write for quotations to

NATION'S BUSINESS
WASHINGTON · D.C.

ship. He pays approximately \$64 in taxes as a part of the original purchase price. This figure includes \$3.30 estimated tax content in the freight costs, \$14.41 in excise taxes, and numerous direct and indirect taxes, which accumulate in material and production costs to an estimated amount of \$46.10.

If the motorist operates his car 7,200 miles a season, his gasoline and oil sales taxes will total approximately \$23; with an average cost for his new car license of \$14.50, a motorist thus contributes some \$101.50 in taxes for his first year of ownership.

No Emancipation in Sight

THE PEOPLE of the United States would have to work steadily for more than ten months, even if they worked seven days a week, to pay off the total public debt with their daily wages. With Sundays off, more than eleven months would be required. The task

would be even more prolonged were it assumed that while the people were working the capital of the nation would be earning its usual increment.

This picture of a populace enslaved from dawn to dark for months on end was drawn by the Twentieth Century Fund to emphasize a recommendation for a prompt termination of government deficits. It was based on research directed by former experts of the United States Treasury Department and the United States Department of Commerce, and was presented in a formal report, on the basis of which recommendations were made by a committee consisting of six representing business, labor, agriculture, economic science and social welfare.

The committee was headed by Oswald W. Knauth, president of the Associated Dry Goods Corporation. Other members were Donald Richberg, former adviser to President Roosevelt, Miss Joanna Colcord of the Russell Sage Foundation,

From a Business Man's Scratch Pad . . . No. 17



James W. Angell, professor of economics at Columbia University, George M. Harrison, president of the Brotherhood of Railway Clerks, and George M. Putnam, president of the New Hampshire Farm Bureau Federation.

Louisiana Bids for Business

BY REPORT of Governor Leche, Louisiana's new policy toward business has attracted \$24,000,000 worth of new plants and factories to the state, and stimulated capital investment in already existing corporations. Last year 810 corporations filed charters or charter increases representing additional industrial capitalization amounting to \$19,966,928. In the first four months of the current year, 307 charters representing invested capital of \$8,828,939 were filed with the Secretary of State.

Louisiana's new industrialization program adopted by the last legislature authorized repeal of the state manufacturing tax, establishment of a state board of industry and commerce to cooperate with business, and empowered the Governor to sign contracts with new industry embodying 10 year tax exemption provisions. As a result, the Governor asserts industry in Louisiana is protected from "unjust and inequitable taxation." Evidence is, he explained, that of 23 charters or charter increases filed in one week, 18 of the applications totaling \$621,000 were for Louisiana corporations and five represented outside capital.

Organization: Voluntary or Compulsory?

(Continued from page 16)
numerous today—have rather appropriated the whole idea of organized effort to themselves alone. Stripping it of its voluntary principle, they would have us do everything through a super-organization in which membership would be not only universal but compulsory. That organization, of course, is the State.

But, in spite of the present trend, it is doubtful if the principle of organization as we have perfected it in this country will be forsaken. There is, I think, a middle ground in which common objectives can be obtained by common effort without stifling the qualities of individualism that constitute the spark in our industrial engine. Granted that the times have changed; granted that an evolving society that is preponderantly urban and industrial must necessarily be more governed and more regulated than a primitive state; we are nevertheless not yet ready in America for a corporate or socialized state, or for any form of collectivism beyond that which is found in the common welfare.

A Secretary talks about her Boss



"I'm a good secretary to him and he knows it. But I do wish he weren't so old-fashioned. He's not an old-fogey, really. As a matter of fact, he's real nice looking. But I know what those wrinkles creeping around his eyes are from. He thinks it's hard work. I know it's because he does some things two or three times when he could get them done at once.

"Take the correspondence, for instance. He reads the letters when they come in—puts them to one side to answer later—all in a bunch. If he had an Ediphone at his elbow, he'd just pick up the receiver and answer right away—no different than using his telephone.

"Of course, I'm not complaining... much, I mean. He means to get his dictation done before he leaves the office at noon. But he seldom does. And there I am explaining to the boy-friend why I'm late again. And he doesn't get to his golf game after all—or he misses seeing that

important customer he surely meant to see that afternoon.

"Really, I think he's awfully foolish. He's letting detail ride him too hard. He and I could both get lots more done if he'd adopt Ediphone Voice Writing. He'd have a better job. And so would I."

An Ediphone permits you to handle instructions, memos, inquiries, letters, reminder-dates, the minute you *think* about them...increases your personal business capacity 20% to 50%. For every activity where "your voice points the way," use an Ediphone. Investigate! For details telephone the Ediphone, your city, or write Dept. N37, Thomas A. Edison, Inc., West Orange, New Jersey.

VOICE-WRITE WITH THE

Ediphone

The Edison Invention for Business

Building a World's Fair

MOST large businesses attain their size by slow growth over long periods. Starting with one little shoot they put out a leaf here, another there, until they reach full stature. But a fair springs into being almost full-grown. A year ago the 1,216½ acre site of the New York World's Fair in Flushing Meadow Park, Queens, was virtually undeveloped. Two years hence it will be a spectacular city of imposing buildings, broad, tree-lined avenues, green lawns, blue waters, brilliant lights.

It is this telescoping of growth rather than mere size that makes the promotion of a fair a tremendous undertaking. There is no time for leisurely planning, no time for mistakes and corrections. A schedule must be set up and followed almost to the last second. Every move must be charted in advance; every building must go up, every tree must be planted by the clock.

A fair is big business

THIS is not to say that size is not a major factor. Measured in terms of any unit one chooses to select, a fair is big business. Within three years approximately \$125,000,000 will have been spent on the New York Fair and on basic improvements relating to it.

More than 300 buildings, permanent and temporary, will have been erected by 30,000 workmen. Building materials will have totaled 500,000 tons; exhibits another 100,000. After the Exposition opens, it will require 35,000 employees to serve the 50,000,000 visitors who are expected to attend.

Another factor that makes building a fair difficult is the necessity of developing an organization as the Fair is forming.

It would be possible to chart a reasonably accurate graph of the progress of a fair on the sole basis of the number of employees at successive intervals.

A mere handful a year ago, the staff of the New York Exposition had grown to 150 last June, now numbers more than 500. It will increase in almost geometric progression for two years.

Fully as important as the task of building a fair is that of publicizing it. This involves two distinct phases.

FAIRS are scheduled for 1939 at San Francisco and New York. Their construction is big business. Here is how one city handles the job

First, the idea of a fair must be sold to those who can be expected to sponsor it—to the public authorities and business and industry in the community, in the state, in the nation and in foreign lands. Then, the fair itself must be sold to the millions who are potential visitors.

The New York World's Fair was born in the spring of 1935 when a group of citizens met to consider how best to celebrate on April 30, 1939, the anniversary of the inauguration of George Washington and the founding of the federal Government in New York.

These men decided that it was time New York had a successor to the Crystal Palace Exhibition of 1853, America's first world's fair. They felt that such an exposition would be of benefit, not only materially, but culturally and spiritually.

Naturally, the first question was to determine whether the community itself would support such a project. A fair is not just a matter of balancing expenditures against receipts. Expenditures must be balanced against receipts plus certain indirect and intangible benefits—good will, publicity, increased prestige. The community must determine whether these secondary benefits are worth the investment.

A good site needed

A SECOND initial question was whether a suitable site was available. A fair site has to be near the center of a city; it has to have sufficient arteries of communication to insure a free flow of the traffic it creates; it has to be large enough to assure ease of circulation, and it has to be susceptible of improvement at a reasonable cost.

To both questions the answer was yes. In September, 1935, a preliminary report was presented to business men who pledged their support.

By the end of October more than 100 New York business, industrial and financial leaders had agreed to serve as incorporators of the Fair. City officials pledged their support.

For a site these officials suggested the Flushing Meadows in Queens, an undeveloped tract already acquired in large part for parkway and water supply purposes.

The articles of incorporation of "New York World's Fair 1939 Incorporated" were filed Oct. 22, 1935. The incorporators met for the first time November 6, electing a board of 21 directors.

Making site improvements

THE next step was to arrange for leasing and preparing the site. Negotiations were begun with state and city authorities to determine what portion of the cost each should assume. It was agreed that the Fair should not be expected to pay for permanent improvements. These discussions continued through the winter of 1935-36. In April a procedure was adopted and the necessary state legislation passed.

This legislation empowered the city to lease Flushing Meadow Park to the Fair Corporation for the duration of the Fair and to spend \$7,000,000 for additional land and to improve the park. The state was authorized to spend \$2,220,000 in 1936-37 on highways, bridges and a boat basin.

An additional \$2,000,000 was appropriated this year to complete the work.

A state commission was set up and it has approved architectural plans for a state building and exhibit to cost \$2,200,000. The legislation also provided that the Fair Corporation devote its first \$2,000,000 of net profits to improving the site as a permanent city park and that any additional profits be divided equally between city and state for charitable purposes.

Building a business staff

WITH this definite assurance of government support, the Fair started to work on its own organization and program.

First move was to expand the

TYPISTS SAY:- it's Easy Touch!



"I'm fresh as a daisy at closing time. The Underwood never tires you out."

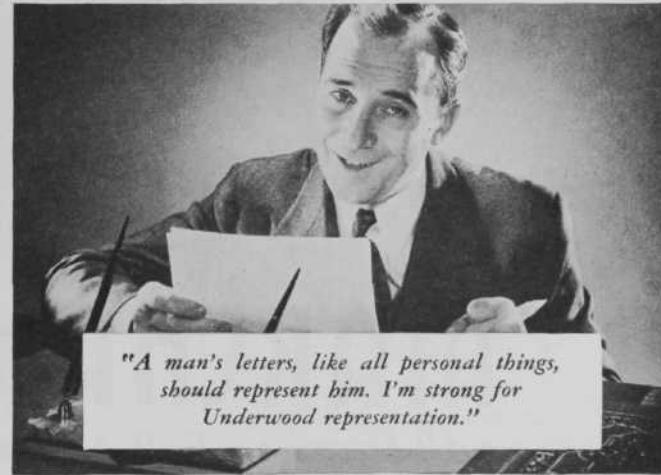


"Underwoods are always easy on the fingertips. There's no wrist-weariness at the end of a busy day."

BOSSES SAY:- it's Quality of Work!



"I like the clean-cut way the Underwood types... not a fuzzy character on its entire keyboard."



"A man's letters, like all personal things, should represent him. I'm strong for Underwood representation."

BOTH ARE RIGHT:

TYPISTS everywhere enthuse about the Underwood because, as they say, it's so easy to operate. And it's true. Underwood has spent millions making it so. But what girl is there who isn't equally enthusiastic about the fine, clean-cut writing job the Underwood turns out.

And what boss is there who is insensible to the fact that his typists are happier, do far better work in less time, because they have a fine, sensitive, perfectly tuned, writing machine at their fingertips.

Standardize on Underwoods, they're kinder to office budgets. Every Underwood Typewriter is backed by nation-wide, company-owned service facilities.

Typewriter Division, UNDERWOOD ELLIOTT FISHER COMPANY • Typewriters... Accounting Machines... Adding Machines • Carbon Paper, Ribbons and other Supplies • One Park Avenue, New York, N. Y. • Sales and Service Everywhere • Underwood Elliott Fisher Speeds the World's Business



Outstanding Performance
is the Obligation of
Underwood Leadership

© UEF-1937

Underwood-

Tops the World in Typewriter Performance
Leads the World in Typewriter Sales!

**TOMORROW'S
Calculator
TODAY!**

*The highest Peak in
CALCULATOR
PERFORMANCE!*



The
NEW
MARCHANT
All Electric... Full Automatic
Silent Speed CALCULATOR

In 20 revolutionary ways...Marchant stands head-and-shoulders above all other calculators! Here are such invaluable new advantages as unrivalled **Silent-Speed** with continuous, smoothly-flowing mechanism, all-electric **one-hand keyboard control**, positive **electric clearance** in any carriage position, complete carriage **capacity carry-over**, **true-figure proof dials for all three factors**!

Test Marchant super-performance on your own figure work in your own office.

MARCHANT CALCULATING MACHINE COMPANY

Service throughout the world

HOME OFFICE: OAKLAND, CALIFORNIA, U. S. A.

Get Complete Marchant Facts Now

MARCHANT CALCULATING MACHINE COMPANY

1475 Powell Street, Oakland, California

Gentlemen: Please send me further MARCHANT information without cost or obligation.

Name.....

Business Address.....

City.....

State.....

Board of Directors to 34 members (the Board has since been enlarged to 50). Grover Whalen assumed the presidency of the corporation.

As conceived in the by-laws of the corporation, the president was the directing force of the organization. And from the moment he became president Mr. Whalen, although serving without salary, assumed active charge.

He selected Commander Howard A. Flanigan as Administrative Assistant to the President. Commander Flanigan became in effect Fair chief of staff, coordinating the work of various units.

What kind of fair?

IT WAS now necessary to decide, first, what kind of Fair should be held and, second, how much it should cost.

It already had been agreed that the example of Chicago would be followed in issuing bonds to meet pre-Fair expenditures. To decide the first question, the Board of Directors named a Committee on Architecture and Physical Planning with Percy S. Straus, president of R. H. Macy & Co., as chairman. On recommendation of this committee, a Board of Design, including four architects, an engineer, a landscape architect and an industrial designer, was set up to prepare a plan.

The directors also created the post of General Manager and then they placed W. Earle Andrews, former General Superintendent of the New York City Park Department, in this position. His job was to build and operate the Fair, and to answer the question:

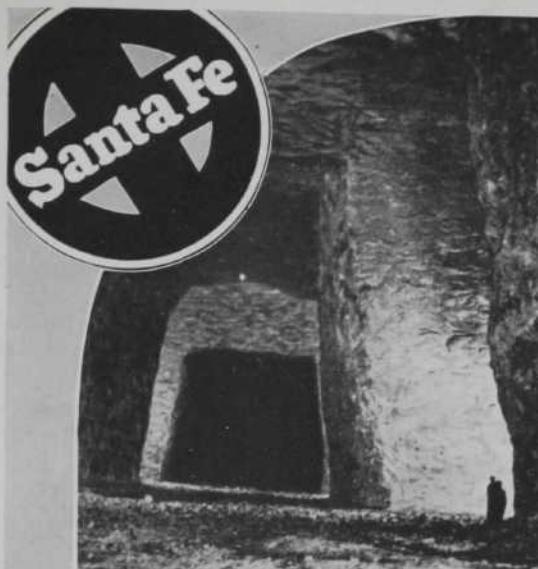
How much should the Fair cost?

He had to study past and current fairs, relate the results to New York's size and location and from this estimate the number of visitors, the number of exhibits, and what local transportation facilities could be made available.

Not only did a physical plan have to be created but, fully as important, a unifying idea or theme which would give meaning to the exhibits.

Choosing the Fair's theme

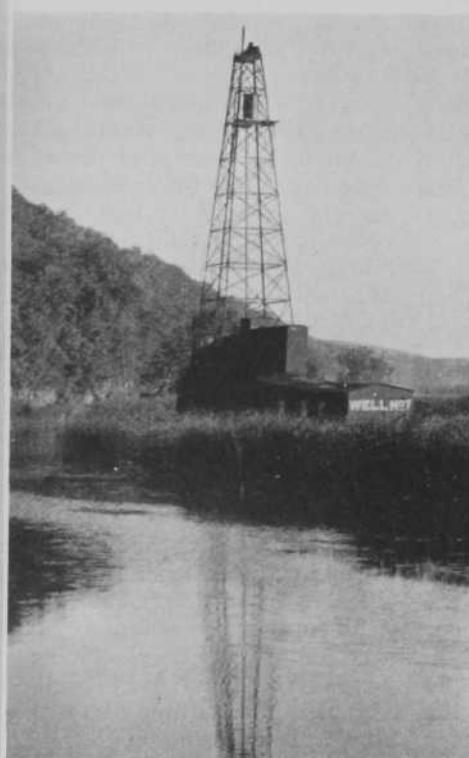
ANOTHER world's fair, it was felt, could only be justified in a sincere effort to better life—to improve it, by showing how better use could be made of materials already at hand. This objective, the board foresaw, would mean not only new ideas and methods of display, novel architectural and lighting effects, unusual amusements but, more basically, a solution of two problems that had bothered every fair of the past.



In the earth are vast veins of rock salt, often mined like coal



Solar salt is produced by pumping briny water from the ocean, or salt lakes, into shallow ponds, where the sun evaporates the moisture



In "well mining," water is pumped down to the salt, the brine raised under pressure

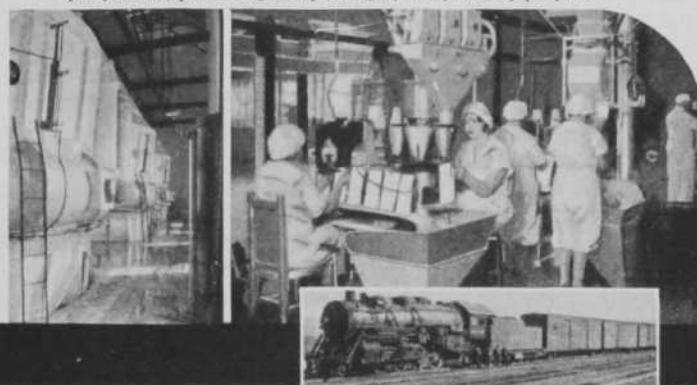
● The United States imports a little salt, exports a little more; and produces and consumes twice as much as any other country on earth—nearly 8,000,000 tons annually • Three of the nine greatest salt producing states—Kansas, California and Texas—are directly in Santa Fe territory. Hence, each year, hundreds of millions of pounds of salt travel swiftly and safely to America's tables, kitchens, laboratories, meat packers and live stock via Santa Fe freight cars.

Salt

Sodium Chloride—We Use it in 1,400 Ways

Look behind the commonplace for great human stories. Consider humble salt, for example • We weep salt tears, sail Salty seas. Salt makes food tasty, preserves meat, cures hides, melts ice. But does the tale end there? Hardly • Salt has located cities and nations, caused wars, fathered religious beliefs and superstitions. It has been a medium of exchange the world over. Our familiar word "salary" derives from the Roman soldier's "salarium"—that part of his pay paid in salt. At old English tables only the noble and honored sat "above the salt" • The first man to use salt was the first man on earth. Without it in our systems we die; animals perish • There is plenty of salt in the world. Vast buried deposits of rock salt range up to 99½% pure. Ocean water contains about ¼ pound to the gallon, Great Salt Lake 1⅓ to 2 pounds, the Dead Sea 2 to 2½ pounds to the gallon. Man's problem is to reclaim and refine • Rock salt is mined much like coal, or by the ingenious salt well method. Here wells are driven deep into the earth, the salt dissolved into brine, the brine forced to the surface under pressure. And still, as always, ocean or salt lake brine is pumped into shallow ponds, the water evaporated by the sun • Our crudest salt today is purer than an ancient King could buy. Most of it is processed by marvelous machines, is never touched by human hands—and travels by rail.

The American salt industry has developed wonderful machinery for the purification, processing and packing of salt for every purpose



These two problems were how to get visitors around a fair with a minimum of crowding and physical fatigue, and how to arrange the exhibits to insure coherency.

These problems were further complicated by rigid limitations as to site. Flushing Meadow Park can best be described by likening it to an airplane seen from the side. Before its improvement began, much of the firmer ground lay in the "cabin" section. Most of the arteries of transportation were adjacent to this section, too. The Park Department recommended that Fair buildings be concentrated here, that the "fuselage" section be occupied principally by two lakes and that the "engine" be used as an approach from Flushing Bay and for parking.

Cost must fit income

ANOTHER factor that had to be considered was cost. The Fair had to be tailored to the point where estimated receipts would adequately clothe estimated expenditures.

The Board devoted the summer to searching for a solution to these problems and, in September, finally brought forth the Theme and Plan of the New York World's Fair.

The Theme of the Fair was expressed in the phrase, "Building the World of Tomorrow."

The Plan, as finally adopted, called for the creation of a \$125,000,000 Exposition. It provided for locating the exhibit buildings in the "cabin" section and tapering off Fair activities on either side. For this "cabin" section the buildings were so arranged as to converge on a common center, while the streets and avenues were laid out on radiant lines to ten entrance gates. For the common center, the design envisaged a Theme Building in which the dominant motif of the Fair would be vitalized. The centripetal forces converging on this center would be strengthened by dividing the Fair into zones representing the principal aspects of living (Shelter, Food, Production, etc.), each with a focal exhibit which would explain and sum up the story of that zone in relation to the central Theme.

While the planners sought to emphasize its serious side, they by no means neglected the sugar coating. They provided for a variety of amusement and entertainment features. Cafés, dance floors, restaurants, theaters will be spotted in each zone. In addition, the Fair will have the traditional amusement area.

In the meantime, engineers were analyzing soil and foundation conditions at the site, charting construction costs one, two and three years hence, studying transportation facil-

ties and practical ways of enlarging them. The drawing power of New York as a Fair city was studied; the number of exhibitors the Fair would attract estimated.

The engineers concluded that 50,000,000 persons could be expected to attend, that exhibitors would spend approximately \$55,000,000 on buildings and displays and that basic improvements by the state and city governments would total about \$30,000,000.

They concluded that the Fair Corporation itself should spend approximately \$47,000,000. Of this, \$18,000,000 would represent operating expenses during the Fair and all costs of administration. About \$1,000,000 was reserved for post-Fair expenditures. The balance—approximately \$28,500,000—was estimated to be available for building the Fair.

It was felt that more than 300 structures with a total ground area exceeding 3,000,000 square feet would be needed. Engineers viewed the problems ahead as being primarily those of building a city to provide all but shelter for 800,000 inhabitants. The difficulty would be in building overnight a boom town that would not look like a boom town built overnight.

While the Board of Design and the General Manager were threshing out the plan of the Fair, the site was being prepared.

Financing the "business"

UP TO this point, the Corporation had operated on loans from banks totaling about \$1,500,000. A much larger sum was now necessary. To this end most of the activity of the next months was devoted. It was found that, while the Corporation's share of the Fair would probably in the end be self-liquidating, a considerable sum would be required to tide it over until receipts began to come in. Pre-Fair costs, including construction, were fixed at \$38,000,000, while pre-Fair receipts, it was anticipated, would total \$11,000,000. This left \$27,000,000 to be raised by bond subscriptions.

On November 11 a bond campaign was launched. The goal was the sale of \$27,829,500 of Fair debentures, and 3,000 citizens, representing 68 divisions of business and industry, were enlisted as volunteer salesmen.

Meanwhile, first steps were taken looking to participation of foreign, state and municipal governments in the Exposition. Initial contacts were made with potential exhibitors and concessionaires. Regular distribution of news and feature material relating to the Fair began.

An architectural contest for design

of a typical Fair exhibit building drew more than 350 entries. On October 21 the architectural contract for the first structure, the \$900,000 Administration Building, was let, and a few weeks later work on the first structure at the site, a Field House, got under way. The commission for design of the Theme Building, estimated to cost \$1,200,000, was awarded November 24. Three more buildings—an exhibit building for Communications, another for Business Administration and an Exhibitors' Headquarters—were placed under architectural contract December 21. Completed in the record time of 23 working days, the Field House was opened December 15.

Business office on the site

PLANS for the Administration Building were announced January 13. Construction is now under way, and when the unit is completed this fall, most of the Fair offices will move out to the site.

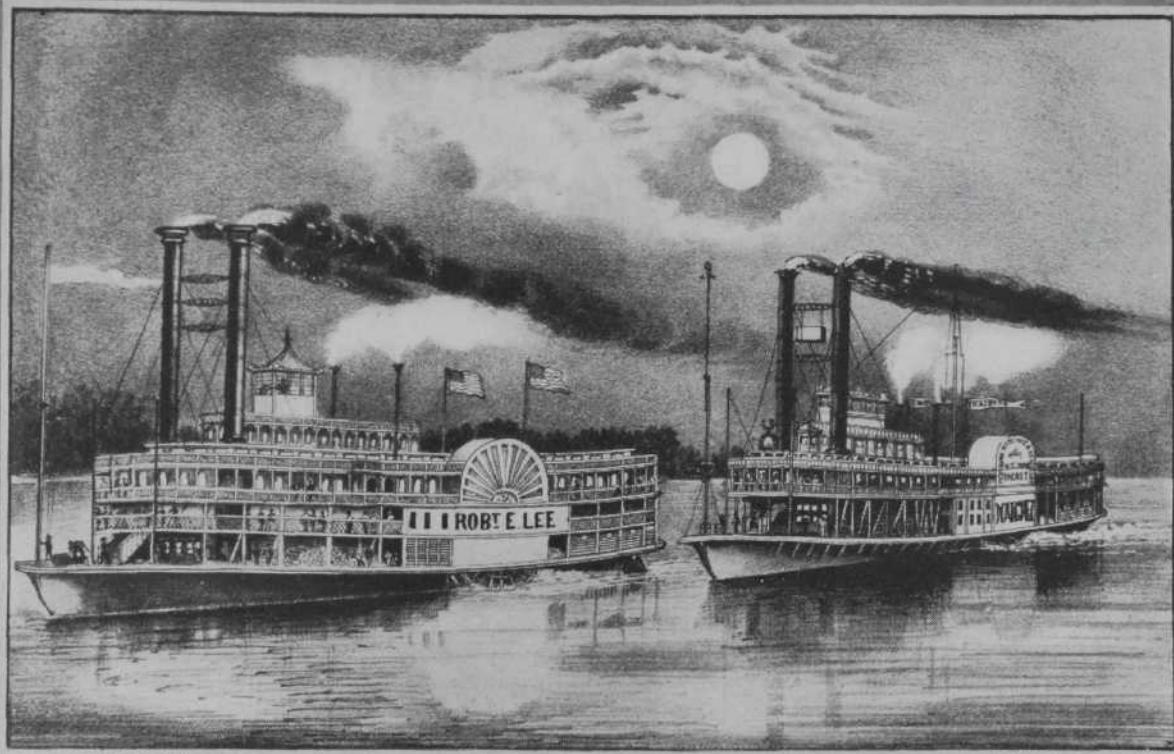
A Department of Exhibits and Concessions was organized and it set about fixing a scale of prices for all space available for concessions, commercial exhibits or buildings.

Similar progress has been made in the governmental field by Admiral William H. Standley, director of Foreign Participation, and Maj. Gen. Dennis E. Nolan, director of State and Municipal Participation. An official invitation to take part in the Fair went out from President Roosevelt, November 16, to the 59 nations with which the United States maintains diplomatic relations. The Fair Corporation followed this up by sending through State Department channels a large "invitation book" to the governmental heads of these countries.

A dozen countries—France, England, Italy, Russia, Finland, Brazil, Egypt, Cuba, Rumania, Guatemala and the Dominican Republic—already have accepted this invitation, and informal assurances of participation have been received from 33 other nations. The International Bureau of Expositions comprised of 22 nations has allocated 1939 to the New York Fair.

On November 30 Governor Lehman issued an invitation to the other 47 states to participate in the Fair. Invitation books were sent by Mr. Whalen to all state governors, and thus far 30 states have passed bills providing for participation.

All these activities are organized and operated along business lines. A fair is a vast factory, built overnight to operate for one day at maximum production. It seeks no repeat orders, no growth of clientele. Its product is in a sense a sample.



PUBLISHED BY CURRIER & IVES

152 NASSAU ST NEW YORK

THE GREAT MISSISSIPPI STEAMBOAT RACE

**10 MORE POUNDS OF STEAM
DECIDED THIS RACE**



S the rival queens of the river glide round the bend, whites and blacks race down to the landings. Light huge bonfires. Fire pistols into the air. Send shouts of encouragement ringing across the water. Another great Mississippi steamboat race is on!

But presently the cheers of the "Natchez" adherents change to groans. Push his boilers as he will, her captain can't get up another pound of steam—and the "Robert E. Lee" draws slowly but surely ahead. A mere ten pounds or so of steam have decided the race.

To make steam and heat work harder Johns-Manville has spent 79 years in developing the science of insulation.

Insulation was once that "white stuff" wrapped around pipes, daubed on boilers. Today, Johns-Manville, largest manufacturer in the field, makes insulating blankets, blocks, bricks, pipe coverings and cements—more than 40 types in all—for use at temperatures from 400° F. below zero to 3000° F. above.

Factories of all kinds use them to cut down heat losses—and to help them use heat more efficiently in their manufacturing processes. That means they

can sell you better goods for less money.

J-M Insulations help give you a better looking, smoother running, longer wearing automobile. Tires that are tougher and longer lived. Crystal-thin glassware that won't chip, at prices you'd once have paid for thick tumblers. New metals that won't stain and don't have to be polished.

* * *

The list of products is well-nigh endless; and the money J-M Insulations save for their makers through reduced heat losses is conservatively estimated at more than 250 million dollars a year. Johns-Manville, 22 E. 40th St., N. Y. C.

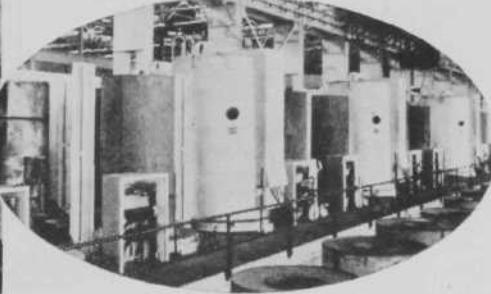
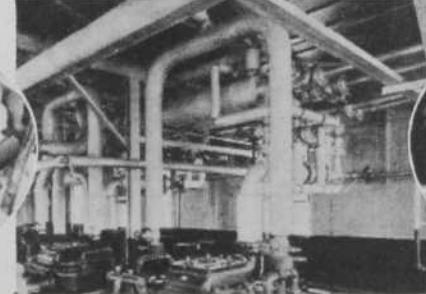
JOHNS-MANVILLE

Lining tube-still furnace with J-M Insulation. Oil refiners use a lot of J-M Insulation; it helps them give you better, cheaper gasoline and oil.

J-M Insulations—keeping steam and heat safely confined, busily at work, inside pipes, boilers, furnaces—save industry many millions annually.



Electric furnaces, J-M insulated for more accurate control of temperatures, for maximum efficiency. Quality of product is high, production costs low.





"I draw a considerable part of my pay for sitting and twiddling my fingers"

THE pick-up in business activity has revived a condition which was temporarily relieved during the slump years. Its renaissance vitally concerns me because it seriously reduces my income-making possibilities.

Rather than depend solely on personal experiences, however, I took the precaution of checking up to find out whether other business men face the same rapidly spreading business plague.

Everywhere the comments ran closely parallel.

Said a member of a firm in what might be termed a "semi-professional" line of service:

Do we suffer from broken appointments? Don't irritate me! Two men could easily handle our client contacts if all our appointments were kept as

scheduled. As it is, we need three men on consultation work. It is pure waste but, fortunately for us, most of the cost is passed on to our customers.

Said a veteran salesman:

I can't begin to take care of as much territory as I used to. For years I haven't called anywhere without arranging a time in advance. Even that doesn't protect my time any more. The people with whom I have appointments rarely bother to be ready at the agreed hour and sometimes go out of town without paying me the simple courtesy of cancelling the date. It's one of the reasons why selling costs in my line have increased so much, and those costs are figured into our prices.

Said a man who serves as business counsel:

I believe I could double up on my advance dates and always be booked ahead for conflicting appointments without ever getting myself into difficulties.

I think that a check-up would show that half of my appointments are postponed at least once, sometimes at the last minute, too late for me to substitute another appointment. Who pays the cost? I pay most of it in business lost because I am not able to use my time to full efficiency.

Said an architect:

Here's a typical instance. One of my largest clients phoned me one day last week to come right down. I did. A man got off the same elevator with me, beat me to the office by an eyelash and, though I was in plain sight of the man who wanted to see me, I had to wait 40 minutes while the other fellow—who didn't have an appointment—gave a complete selling talk. I wish I were a lawyer so I could charge for my waiting-room time. As it is, my clients are penalized in the amount of personal attention I can give their work.

Said a subordinate official in a large industrial corporation:



CHARLES DUNN

They keep the appointment but they allow so many interruptions that it takes all morning to cover a 45 minute interview

YOUR LETTERHEAD IS THE VOICE OF YOUR BUSINESS

THE WELL-REMEMBERED VOICE . . . Perhaps when you were young you heard Mr. Bryan or Mr. Beecher, or another of the great orators of that day. Of what he said, you likely remember nothing, but of his voice, there remains a vivid memory. Oratory is old-fashioned, and quite unnecessary in these days of radio and public-address systems, but the voice of the speaker, more restrained and modulated, still maintains its hold upon you and reveals his culture and his background. • So with the paper on which you write your letters daily, for *paper is your voice* in all written communications. It clothes your words and presents them. How well it discharges this important office is largely determined by the quality of the paper. Naturally the better the paper, the better your letters speak for you. Letter papers made from rags have a way of speaking with confidence and distinction; with that assurance that is born of quality.

R A G C O N T E N T P A P E R M A N U F A C T U R E R S

122 East 42nd Street, New York

FINE PAPERS FOR LETTERHEADS, LEDGERS AND INDEX RECORDS

THE BEST PAPERS ARE MADE FROM RAGS

It's the reason why I have to have an assistant. It isn't at all unusual for me to fritter away two to three hours a day waiting outside the offices of the big bugs up front. They telephone me to "come right up" and then take their own time about letting me in. The result is that I draw a considerable part of my salary for sitting and twiddling my fingers. The only justification for it that I can see is that they figure it's cheaper to waste my time than to keep one of our headliners waiting.

Said an advertising agent:

My operating income is a fixed percentage. The amount of supplementary service which I can give is measured by the efficiency with which a client utilizes my time. The customer who wastes it by breaking appointments—and there are plenty of them—automatically reduces my ability to serve him.

Volunteered another man when questioned:

Sure, I know what you mean. My job is to call on factory executives, almost always by appointment. In the bigger cities they break appointments without warning. I don't hear about it till I send in my card. In small towns it's different. They keep the appointment—that is to say, I get the interview—but they allow so many interruptions that it often takes a whole morning or afternoon to cover

45 minutes of actual interview. One's just as expensive as the other.

His comment about interruptions reminded me vividly of a certain company, once a leader in its line, whose president was careless in this matter of interruption. Any member of his organization was privileged to come into his office, regardless of who his caller might be. Perhaps it was a point of pride with him to be accessible.

Today, that president is a traveling salesman, out on the road for another company, his former property gone to other hands. I sometimes wonder, a little vindictively I admit, how he feels today when his own sales efforts are frustrated by interruptions and distractions. Just when he is most exasperated I hope that he recalls the hours and days he once wasted for other men.

For the man who comes in off the street, unheralded, who is compelled to wait for the man he wants to see and to interview him under catch-as-catch-can circumstances, I hold no brief. He is knowingly taking a gam-

ble and must be content with pot-luck for his reception.

The pre-arranged appointment is an utterly different matter.

It is made in good faith, by at least one party, and represents a commitment and expenditure of a major asset—time. To break such an appointment without reasonable advance warning is nothing less than a form of larceny, sometimes petty, sometimes grand.

Many a man who prides himself that "his word is as good as his bond" would undoubtedly be startled at the uncomplimentary outside estimates of his reliability which are due to the fact that he feels under no obligation to honor appointments.

Disregard of appointments is a habit which seems to be contagious, infecting entire organizations.

The heads of many businesses, particularly those who are beyond criticism in honoring their own appointments, would be on the war-path right now if they knew how their subordinates were playing fast and loose with other people's schedules.

Recently, at a luncheon round

A Gallery for Heavy Industry

ONE of the largest show rooms in the world is used by the Caterpillar Tractor Company to display its heavy road building, contracting and agricultural machinery. The room is approximately 350 feet long and 108 feet wide or almost the size of a football playing field.

To relieve harshness of size and give the room a more comfortable atmosphere, color and decorations have been copiously utilized. The walls are of robin's egg blue with ceiling and baseboard in dark blue. Doors and trimmings are of brown and all the machines are painted a bright yellow. The photographs along the wall are eight by 12 feet enlargements and represent typical "Caterpillar" jobs.



A two-tone blue globe shows world-wide location of dealers

Heavy road building and contracting machinery is displayed with elegance of a style shop

*"Even if Patients were
TRANSPARENT...
your doctor couldn't see enough"*



So he must depend on the revealing nature of light and telescopic vision, with instruments fortified by the strength and corrosion resistance of Monel®"

FREDERICK C. WAPPLER, President
American Cystoscope Makers, Inc.



1. "Consider the instruments shown here, which enable the surgeon actually to look and work INSIDE the body, and even into various organs: For delicate surgery inside the skull the 'Ventriculoscope' uses a cautery electrode or so-called 'radio knife' between two 'grain of wheat' electric bulbs.

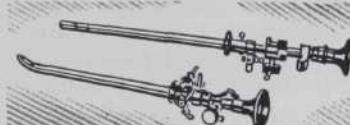


2. "The inside of the chest cavity is revealed by a Thoracoscope. Above is a close up view of the illuminating device before assembly. The very thin section supporting the light bulb at the end of the instrument is made by drawing one Monel tube of .235-inch diameter over another of .200-inch diameter. Between these two tubes lies the delicate insulated wire which supplies current to the lamp."

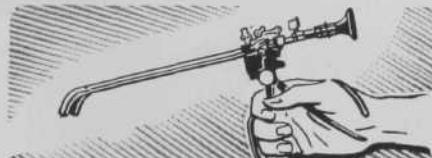


3. "Thoracoscopic instruments are frequently used for operative work."

The trocar (left foreground below) is used to puncture the chest muscles leaving the Monel cannula — the small tube, shown in the center—in place, so that the light and telescope can be passed through it. The other Thoracoscope employs a forceps for grasping lung adhesions during the operative procedure.



4. "The abdomen is subject to minute inspection through tiny punctures by means of telescopic instruments. For examination of the urinary tract the physician uses the cystoscope. Above is a cystoscope for examination and an electro-tome, for operative work on the bladder. The water-tight cone fittings, beak, sheath, and tubing are Monel."



5. "For crushing stones in the bladder, the urologist uses the lithotriptoscope, with jaws which withstand

THE INTERNATIONAL NICKEL CO., INC.

2/3
NICKEL

1/3
COPPER

= MONEL



a crushing force of 750 lbs. Monel's great strength, which exceeds that of structural steel, is easily able to withstand the terrific strain.



"Comparison of a 'grain of wheat' lamp with an ordinary pen point gives you an idea of the small sizes and close tolerances involved in manufacturing these instruments."

"If you build anything that needs to be free from rust and corrosion, easy to clean and sterilize, and extra strong... there's just one metal to use—Monel."

*MONEL is a registered trade-mark applied to an alloy containing approximately two-thirds Nickel and one-third copper. This alloy is mined, smelted, refined, rolled and marketed solely by International Nickel.



From the year that's gone what's left for the years to come?

The party's over, you've been spanked... how many times?... by Junior, and duly admired your birthday ties. Now what?

This really ends another fiscal year for the family firm of *YOU, Inc.*... a good time for stock-taking. What is *YOU, Inc.*'s surplus? Is there enough to provide a living for the other stockholders if something should happen to you?

You can answer "yes" to that one when you take advantage of Northwestern Mutual's Family Income Plan. Here's a ready-made surplus for *YOU, Inc.* Here's a way of providing a sure in-

come of \$100 or more each month while your children are growing up, plus a substantial sum for your wife when the youngsters are ready to go it alone.

This special Northwestern Mutual plan is kind to family purses, for it's low in cost.

And it's safe—a savings fund ready when you need it. It's backed by Northwestern Mutual's 80 years of experience, by assets totaling over a billion dollars. It provides you insurance at cost. A Northwestern Mutual agent can be of real aid in making your present income go farther in providing for future needs. The coupon below will give him the basic facts, and will bring you an interesting booklet "*Increased Protection for the Years Ahead.*"

The Northwestern Mutual
LIFE INSURANCE COMPANY
A Billion Dollar Estate
MILWAUKEE, WIS.

The Northwestern Mutual Life Insurance Company
MILWAUKEE, WISCONSIN

PAY—DOLLARS A MONTH FOR LIFE

TO THE ORDER OF MY WIFE
(OR A LIFETIME MONTHLY INCOME TO ME AT AGE 65)

My Name _____
Address _____ State _____ Age _____
City _____

PRESIDENT
TREASURER
SPECIMEN

NB 9-37

table in a business club, I heard a manufacturer express himself most vehemently about the failure of sales managers to keep down the cost of selling. I couldn't take his tirade much to heart because he had made and failed to keep three successive appointments with me, each costing me a half-day.

His organization is one which at all points of contact with its source of supply is brutally indifferent to any responsibility to salesmen. Its operating code is "Let the seller beware. If a salesman wants our trade, let him put his self-respect in his pocket and swallow the waste in time and traveling expense for which we are responsible. We are under no obligation to those guys—not US!"

There is nothing brilliant nor difficult about such a policy. No massive mentality is needed to apply it.

We could all operate our businesses in the same fashion and, shortly, pay the penalty in the inescapably higher cost of all commodities and services.

Isn't it time, however, to call a halt on this needless, self-imposed tax on selling?

If it were forced on us by Congress, for instance, think of the bitter protests which would rise!

This, however, is a self-inflicted tax and one which profits nobody. It is pure waste.

If you are sincerely determined to help stop the rising costs of distribution, you can make an effective start today by insisting that, in your organization, appointments be consistently kept or cancelled a sufficiently long time ahead that the other fellow can use his time elsewhere.



I don't know the appointment
is broken until I get there

Washington, Capital that Boomed

(Continued from page 33)

cause it provided a permanent home for the Government, was adopted July 9, 1790. Maryland and Virginia ceded 100 square miles of land to create the District of Columbia and provision was made to compensate private property owners whose holdings were needed. Thirty square miles south of the Potomac were ceded back to Virginia in 1846.

For many years after it was established, the new capital was the object of ridicule. It was described as "The Capital of Miserable Huts," and "The City of Streets Without Houses." The criticism appears to have been justified. In 1795 there was not a single building along the muddy road which ran from the incompletely completed Capitol to the "Presidential Palace," as the White House was then called. A Senator visiting the Chief Executive often required the best part of an hour to negotiate the distance of a little more than a mile by horse and buggy.

Most growth in war

IT WAS not until the Civil War, when troops swelled the population to a fluctuating quarter million, that Washington's growth was materially accelerated. From 1860 to the World War its development was sustained but not sensational. The spurt that business and commerce took in '17 and '18 placed the Capital in the big city class.

From then on Washington has progressed at a rate almost unparalleled in the nation.

Contrary to the general trend over the United States, building activity in Washington actually increased during the first years of the depression. The estimated cost of total local construction, including alterations and repairs, advanced steadily from \$48,824,000 in 1930 to \$52,588,000 in 1931, and \$59,927,000 in 1932. It dropped to \$8,539,000 in 1933, but soared from \$20,000,000 in 1934 to more than \$47,000,000 in 1935 and 1936.

Comparing total expenditures for all classes of building in the leading cities of the country, one finds that Washington ranked fifth in 1930 (although fourteenth in population), third in 1931 and second in 1932. The District of Columbia fell below fifth place in 1933, but regained second place in 1934 and 1935. According to the latest figures obtained from the Bureau of Labor Statistics, only New

CLEAR YOUR PAPER WORK

faster



EVERY paper—whether a complete letter file or an important telegram—rushed direct to any point in the plant. Down to the shipping dock, up to engineering, or a mile away to a separate building . . . you can do it all from your own desk with Lamson—the simple, convenient "air mail" system that handles all papers faster.

No fuss—no bother. Just insert your message in a handy carrier, flick it into a Lamson Pneumatic Tube—and away it speeds to the man you want to reach.

No interruption of conferences—or waiting for them to break up. Every message takes the "air mail" route . . . gets there fast . . . quietly, too.

Distributes Paper Work Evenly

The Lamson system smooths out peak periods and rush hours. Keeps all departments at an even pace. It's a direct "follow through" right from your own desk.

Lamson tubes are cutting costs and corners in thousands of different businesses; no limit to size. You can install one tube or many at an amazingly low outlay. Write today for the free booklet, "Wings of Business."

LAMSON *pneumatic
dispatch* **TUBES**



SEND THIS COUPON TODAY

THE LAMSON COMPANY, INC., Syracuse, N. Y.

() Send me a Free copy of "Wings of Business" without obligation.

() Have your sales engineer call.

Name _____

Company _____

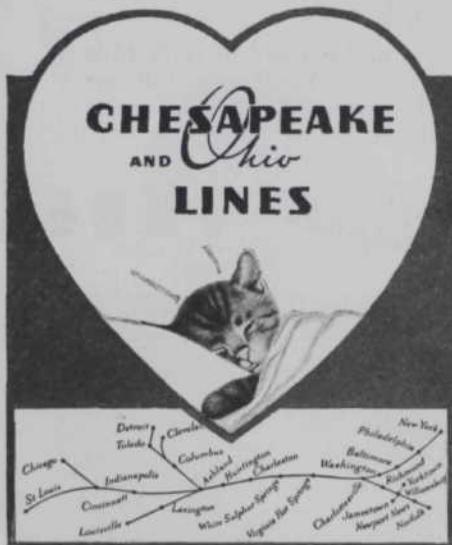
Address _____ State _____



IMES HAVE CHANGED since you first went traveling, my dear madam. Now you can make a trip on the train without fear of soiling your most delicate lace...or of tiring yourself the least bit...by going via Chesapeake and Ohio Lines. The Railroad with a Heart will look after your comfort like a faithful family retainer...see to it that you Sleep Like a Kitten and Arrive Fresh as a Daisy! So, please, Little Old Lady, try our road...you will find modern transportation combined with good old-fashioned friendliness on—

THE GEORGE WASHINGTON THE SPORTSMAN • THE F. F. V.

America's Most Distinguished Fleet of Trains



Visit the Chesapeake and Ohio Railway Miniature Railroad Exhibit, the largest in the world, Steel Pier, Atlantic City, August and September.

York and Los Angeles had a greater volume of construction in 1936.

Speculation as to Washington's growth has long been a popular indoor sport. As long ago as 1901 Dr. William Tindall, secretary to the board of District Commissioners, estimated that, by the year 2001, Washington would have between 500,000 and 600,000 population. Others estimated the figure in that year at close to the million mark.

Dr. Tindall's dream was realized more than half a century earlier than he had hoped, with official estimates for last year showing 619,000, a population larger than that of ten states, although the District ranks forty-ninth in area.

The deciding factor in this growth is, of course, the development of Government agencies. For instance, the number of federal employees in the District of Columbia was 63,994 in 1929. This number almost doubled in seven years, reaching approximately 116,000 today.

A boom on federal pay days

A VERITABLE flood of dollars pours into Washington grocery and department stores, night clubs, hotels, real estate and other offices twice a month, when the federal Government alone releases \$8,500,000 in salaries.

The District Government, with its 12,000 employees, adds another million dollars every two weeks, while private pay rolls swell the tide by additional millions.

This twice-a-month flood definitely establishes Washington as a commercial city. It is, indeed, one of the best, doing a retail business exceeding that of Maine, New Hampshire, Rhode Island, Vermont, the Dakotas, Delaware, South Carolina, Mississippi, Arkansas, Arizona, Colorado, Idaho, Montana, Nevada, New Mexico, Utah, or Wyoming.

Having not only equalled, but surpassed, pre-depression figures, the capital city's retail pay roll totaled \$44,000,000 in 1935.

Moreover, although it lacks "heavy industries," Washington, nevertheless, ranks well as a manufacturing center, with its products valued last year at \$79,000,000, exceeding the output of eight states. The principal local industries are printing and baking.

Definite proof of the city's growing commercial turnover is offered in newspaper advertising lineage, which reveals that a local evening paper leads the national field. All newspaper advertising in the District last year would make a single paper of 27,200 pages—with not a single line of news! Business finds that it pays to advertise in Washington!

Twenty-seven states pay out less money than the District for newspaper subscriptions, while advertising revenue exceeds that of any one of 31 states. As for periodicals, Washington figures are even more impressive, with approximately \$6,000,000 a year spent for subscriptions, exceeding the totals in 42 states!

News center of the nation—and, indeed, of the world—Washington is home to correspondents and representatives of 233 publications. They are all vitally interested in national legislation, the rulings of the Supreme Court, discoveries at the Bureau of Standards, latest patents and inventions, military and naval news—or just plain gossip. As the social center of the country, Washington produces gossip aplenty.

Another proof of commercial development is given by comparison of electric output figures, which soared from 196,500,000 kilowatt hours in 1926 to 608,000,000 kilowatt hours in 1935. In addition, Washington developed more water power in 1936 than any one of six states.

That all the talking is not done on Capitol Hill is evidenced by the 220,000 telephones in Washington, the highest total in the world in relation to population.

Because of the many federal buildings, parks, schools, churches, embassies, legations and other tax-exempt properties, Washington is deprived of a potential revenue far exceeding the amount actually collected from local taxpayers. Thirty-eight per cent of the District's total area, representing an assessed valuation of \$1,842,000,000, is tax-exempt, while the remainder, with a total valuation of \$1,144,457,000, is taxed at the rate of \$1.50 per \$100.

Problems in transportation

TRAFFIC and parking problems account largely for the tremendous increase in street car and bus transportation, with 233,000,000 passengers carried in 1936, as against 130,000,000 in 1932.

And yet it was only 37 years ago that Major Sylvester, head of the police department, assigned a number of plainclothesmen *riding bicycles* to the duty of apprehending motormen operating "speeding" street cars. More than a dozen such violators were haled into court—one of them charged with attaining 14 miles an hour!

In 1936 there was an automobile for one out of every 2.7 persons in the capital city, one of the highest percentages in the world. With 227,648 automobiles, trucks and taxicabs in the District of Columbia, one might gain the impression that the 70

square miles of area embraced by the District is pretty well crowded with motor vehicles. The commercial importance of these vehicles in local markets is clearly revealed by the 112,000,000 gallons of motor fuel they consumed in 1935, a total exceeding that in 13 states.

But "the city of magnificent distances" offers the car owner unlimited short tour possibilities, with its 597 park areas, embracing 38 miles of park roads, river front drives, the Chesapeake Bay within an hour's drive, or the mountains an hour or two away in the opposite direction.

Motor transport alone provided employment for 28,717 Washingtonians in 1935, surpassing ten states. There are nearly 18,000 truck drivers, exceeding the number in 13 states, indicating the extensive commercial activities in the District of Columbia.

More visitors arrive

ASTONISHING is the 100 per cent increase in railway passenger traffic in three years. The chief stopping point enroute between North and South, Washington in 1933 saw an average of 20,000 persons a day arrive at or depart from Union Station. In 1936 that figure had jumped to 40,000 daily!

Although shipping is negligible, all is not quiet along the Potomac, for last year 440,000 passengers left Washington by water. Further indication of the city's wealth is gained from the number and class of privately owned water craft which ply the historic river. Seven hundred such boats owned by Washingtonians are valued at \$3,000,000.

The gains made within a comparatively few years might well lead skeptics to believe that we have on the Potomac a "boom city," but official figures show an ordered progress meeting sound, logical demands.

Although a substantial portion of the local building is done by the Government, construction brings pay rolls, and pay rolls are spent where they are paid. Washington merchants profit whether a structure is erected by a private corporation or by Uncle Sam.

Visitors unaware of the increasing demands of Government might believe that Washington's building progress is nearing its end, and that all necessary federal buildings have been erected.

The best answer to this prophecy may be found in records showing that, despite the new buildings, the Government is paying \$2,000,000 each year in rentals.

To meet this situation, the Government is drafting a long-range

Let's sign up Together, Son!



"You will drive carefully, won't you, son?" How many times have you uttered these words of caution?

Hearing his cheery reassurance, you've hoped he would remember . . . hoped he would resist the youthful urge to "step on it."

Wouldn't he be safer . . . and your worries fewer . . . if he joined the "NOT-OVER-50" Club? As one of more than 100,000 club members, observing its creed of common sense and its safe driving rules, he'll have a new regard for his responsibilities. The little red arrow on the speedometer will be his ever-present warning to drive at speeds that give him time to see and act.

But don't ask him to join alone. Set the right example. Join yourself—and drive as you want him to drive!

Car Insurance At Cost

Dividend savings for Lumbermens policyholders are important by-products of the "NOT-OVER-50" movement. Fewer accidents mean fewer losses and since Lumbermens insures at cost, its policyholders realize real profits from any movement to reduce traffic deaths and accidents. Naturally, if you are a careful driver, Lumbermens would like to insure your car; but don't fear an annoying campaign to make you a Lumbermens policyholder if you join the "NOT-OVER-50" Club. If you do wish to save with safety on your insurance, however, check the coupon below, when you fill it out.

LUMBERMENS MUTUAL CASUALTY COMPANY Division of Kemper Insurance

Save with Safety in the "World's Greatest Automobile Mutual"

HOME OFFICE: MUTUAL INSURANCE BLDG., CHICAGO, U. S. A.



Red Arrow Warning



Rear Window Insignia



Safe Driving Pledge

SAFETY EMBLEMS FREE

You do NOT have to be insured by Lumbermens to join the "NOT-OVER-50" Club, nor do you place yourself under any obligation. Fleet owners may have insignia for every car.



	"NOT-OVER-50" CLUB, 4750 Sheridan Road, Chicago, Illinois Please send me _____ safety packets described above. I understand that these insignia are free and that this places me under no obligation. <input type="checkbox"/> Please show me how I can "Save With Safety" on automobile insurance.		
Name: _____ Address: _____ City: _____		State: _____	
N.B.-9			

building program that will insure additional pay rolls for Washington.

Additional evidence of the city's wealth may be found in the fact that the number of eligible workers on relief is only half the average for 17 comparable cities.

Stressing the caliber of its inhabitants, the District of Columbia boasts that its *per capita* wealth in 1929 was \$3,849, a figure exceeded by only ten states.

Also reflecting the wealth of the capital city, bank deposits in the past

16 years increased from \$163,000,000 to \$310,000,000.

Income taxes paid in Washington for the fiscal year including June 30, 1937, totaled \$15,621,000, surpassing those paid by any one of 28 states, or the total of nine states *combined*.

Of more than passing interest, also, is the fact that twice as many income tax returns were filed in Washington as in 17 comparable cities.

A community where the inhabitants earn enough to pay such a ratio of income tax is a community of

tremendous purchasing power and therefore of real commercial importance.

In view of these facts, and of the primary position that the District of Columbia holds in the cultural, political and business life of the nation, it is not surprising that many bewildered Washingtonians are wondering why the tyrannical principle of "taxation without representation" should be continued at the seat of a Government that owes its very being to a refutation of that principle.

The Versatile Man-Made Fabrics

(Continued from page 56)

In the midst of all this activity, and in the face of a year-old shortage, rayon prices have not advanced. In 1920 rayon cost \$6 a pound. In 1935 rayon cost about 57 cents a pound. Last year it held steadily at 60 cents.

Why didn't prices go up in the face of a shortage? One reason is that producers, now expanding plant facilities, are loath to raise prices only to have to lower them late this year or early in '38.

Another is Japan.

The Nipponese have turned an industrial hand-spring in rayon which led last year to their emergence as the world's number one producer of man-made fiber, a position held for two decades by our country.

Japan is the world's leading producer of silk as well and America was once her best customer for this product. Between 1925 and 1929 the Nipponese shipped us 70,000,000 pounds of raw silk yearly at \$5.50 a pound. In New York the price for silk now is \$2 a pound. The amount consumed is about 37,000,000 pounds of raw silk annually.

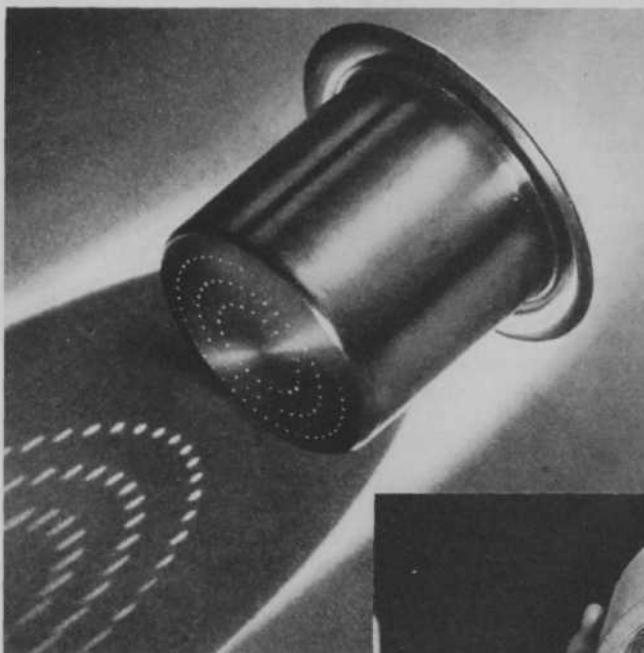
The tight little industrial hierarchy which rules Japan's economy must have foreseen just this sort of thing. Their ability to achieve world rayon leadership with a 315,000,000 pound production is a remarkable piece of industrial reorientation.

Japan can sell rayon profitably at about 20 cents against America's 60 cents. Even if you tack on the 45-cent rayon duty, Japan can still sell in the American market at 65 cents. And that is why American rayon producers currently must not top the 65 cent price.

One more question arises in surveying the rayon industry. Why hasn't the shortage of rayon induced entrepreneurs to form more companies, to build more

plants and to produce more rayon? The answer is that forming a rayon producing company requires a minimum \$2,000,000 capital. The 16 concerns producing rayon operate 30 chemical plants, have poured about \$250,000,000 into land, structures and equipment.

Disputes over the relative merits of viscose and acetate yarns no longer disturb the industry as they once did. This year, particularly, the industry has other things to think about. Its most important task is to get ready for 1938 when the new plant capacity becomes available and the industry squares away for the job of reaching the one-billion-pound annual production goal which not a few spokesmen in the industry believe may be realized before many decades.



Viscose solution blown through the holes of spinnerets, hardens into threads



Finished yarn is wound on cones or spools or is shipped in skeins to the fabric mills



IS HE ASTUTE?

One Million Dollars for a Streamlined Train

Not One Penny for a Good-looking Letterhead



This railroad executive deserves infinite credit for his superb new train. People line up along the right-of-way to admire such a miracle of speed, safety, beauty and comfort. As a passenger, you can take your ease at safe speeds in excess of 80 miles an hour.

Some day soon, we predict, this railroad executive—and his colleagues all over America—will improve their letterheads. A railroad's letters should at least be in tune with the impressiveness of its terminals and its trains. So should the letters of every other organization, large or small, reflect the modern spirit of progress.

Of all sure ways to create favorable atmosphere, a fine letterhead comes first. Atmosphere is what your correspondents feel. What they feel, they believe.

Fortunately, the cost of even Strathmore's fine papers is negligible. You can have STRATHMORE HIGHWAY BOND—the most widely used rag-content bond letter paper in

America—for less than 1 per cent more, per complete letter, than the cheapest paper you might buy. And even if you specify STRATHMORE PARCHMENT—as fine a bond paper as can be made—the additional cost, per letter, will be but 2.9 per cent complete cost.

Get the facts. We will gladly send you the newest Strathmore Letter-Cost Analysis audited by Certified Public Accountants. With this analysis we will include liberal free samples of Strathmore papers and envelopes-to-match. Write for N-2 Samples to Strathmore Paper Company, West Springfield, Mass. (Strathmore envelopes-to-match are made by Old Colony Envelope Company, Westfield, Mass.)

STRATHMORE
Maker of Fine Papers

PAPER IS PART OF THE PICTURE

(Where tomorrow's successes are on view today)

Leipzig

TRADE FAIRS

IF YOU'RE STUMPED BY COMPETITION... or if you want to know what items are destined to become next season's success numbers PLAN NOW TO VISIT THE SPRING TRADE FAIRS IN LEIPZIG, beginning March 6th.

Here at Leipzig in less than a week, you can cover the latest offerings in your line from every important world market. You will see new items, new styles, interesting new materials, semi-finished and finished goods—everything that contributes to the success of your business.

More than 6,000 exhibitors from 25 countries (in the General Merchandise Fairs) display their wares at these semi-annual Trade Fairs, each spring and fall. Every year thousands of new items make their international debut at Leipzig... and that's why some 250,000 of the world's top-notch buyers and executives make it a point to cover these Fairs regularly, year in and year out.

If you've never attended one of the Leipzig Trade Fairs, it will pay you to investigate now the possibilities of such a visit. Let us tell you more about the Fairs in detail. Write today for Booklet No. 14 and tell us the lines you are particularly interested in. There is no obligation. Leipzig Trade Fair, Inc., 10 East 40th Street, New York.

ALSO—

The Great Engineering & Building Fair
March 6th to 12th

FOR 700 YEARS
the world's market place

A Parent Looks at the Schools

(Continued from page 25)
osophy, soothing to our pricked sensibilities.

It isn't wholly intelligible to us—something about giving "attention to understanding, social and functional learning, and the interrelationships of knowledge and experience"—but it is comforting. So we have courses added to courses, without too much discrimination, usually, and if men look a little bewildered at times, not so the women. They grasp esoteric values better—from the senator's lady to the cop's wife. I heard the latter say with great earnestness at a recent public meeting, "All of we mothers—should take—a great—interest—in the currinkulum."

They should. With reason.

A principal of a great modern plant talked recently of her work. She mentioned briefly that they "exposed" the pupils to science, languages, history. With that stripped statement, she got on, to the subject near her heart—their amazing activity program.

Then followed a kaleidoscopic account of rest rooms, the most recent books and periodicals, home rooms, group assemblies, sea shell exhibits, the auditorium and its ten-thousand-dollar curtain, the celebration of Grimm's birthday with fairy tale pantomime, croquet, down town visits, self-expression in art, historical pageants, barbecue pits, a carnival of animals, quilting frames, gardening, remedial reading, stitchery, the drum corps, a blouse exhibit, the inter-communicating telephone system, the rudiments of cement work, and stunt shows—enumerated in practically the order in which I have given them. I set them down.

She related, in closing, a curious story. At least it seemed curious to me. She said:

"A boy came to me not long ago and said, 'Miss Evans, you do too many things in this school.'

"But I told him, 'Yes, for you, maybe, who want to *study*. But not for all these others. They want to *do* things.'"

I turned to a dictionary at hand and found the Anglo-Saxon word *school* listed as a verb, transitive, meaning *to instruct, to discipline, to train*. Surely Dr. Vizetelly must have erred.

Admittedly, the improved programs call for expansion in facilities. At this point, Father emerges from the wings again to vote the bonds. He does it valiantly, too. It's a matter of civic obligation to erect a fine, elaborate (we call it adequate) plant to house our children. We can "point to

it with pride"; it's "good advertising for our community."

The question of whether it is really a necessity or not, or whether it might not be simpler, is seldom seriously debated.

Straightway, the adjoining community goes likewise and bonds itself to erect something slightly larger and more ornate. To be sure, there was a check upon such activity in the early 'thirties; but now that the federal treasury is ours to tap at need, room can be added to room for course added to course, and the procession of children ushered in at this entrance and taken out at that one—a finished product. Perfectly simple!

School control is centralized

CONTEMPORARY with the unprecedented growth of the public school system has been the increase in size, number, and importance of schools devoted to teacher training, whether within the universities or as separate entities. Their influence varies among the states in direct ratio to the relative importance which any state, under the provisions of the Tenth Amendment to the Constitution, gives to education. In the more progressive states they have gradually assumed, and should assume, a large measure of control of the public school system. That they may err at times in the exercise of such control, they are too liberal not to admit.

They man, or rather woman, the system, from teachers through the range of executives, with the product of their training. They are thus able to determine the content and devise the manner of instruction, and increasingly, if indirectly, they have the final word in imposing the conditions requisite for certification. That these requirements in the distinct field of education have reached sizable proportions, there is considerable evidence. In any event, a study of university catalogs will reveal in some instances as many as 60 courses in education. Two decades ago the number was around eight or ten.

Has there been so immense a development in real values in that field, or have we merely discarded content and learning in favor of—what? I am not one to say. I merely send my children to school. But when I read, "What is a practical problem of curriculum improvement which must be faced?" and the answer, "The problem of giving the curriculum a basic social orientation which will provide for all children and youth understanding of social life as a functional,



WILLIAM BAUM

Bill is an interesting letter-

"I WORK in cast-iron, run an automatic screw machine at Delco-Remy and the fine iron dust that gets onto a fellow's face makes it almost suicide to try to shave every day with an ordinary razor. Well, I broke down and bought one of these Schick Shavers and what a life-saver it turned out to be."

"You know, after about 17 years of struggling, I finally have this shaving problem whipped."

Shaves extraordinary faces

The Schick Shaver is good for all kinds of beards—from the new soft down on a boy's cheek to the toughest, wiriest beard ever grown. Each day brings us stories of Schick shaving under all kinds of different conditions—skin troubles, sun-burn, easy-bleeding skins, bed-ridden patients, blind

men, cripples and older men who had never shaved themselves until they bought a Schick.

For five years men have used the Schick every day. (There are more than a million users now.) They know they can shave quickly, closely and they cannot cut themselves. There are no blades in the Schick. You use no lather. Users testify that the Schick pays for itself over and over again.

Why postpone painless shaving another day?

Go to an authorized Schick dealer. Ask him to show



you how simply you could learn this new method which is changing the shaving habits of the world.

SCHICK DRY SHAVER, INC., STAMFORD, CONNECTICUT

Western Distributor: Edises, Inc., San Francisco. In Canada: Henry Birks & Sons, Ltd., and other leading stores

SCHICK ◉ SHAVER

He drives a truck—yet He's a master in money management!



● Suppose *you* had to live on his weekly wage—feed a family, put children through school, meet the hundred and one expenses of maintaining a comfortable although modest home. It would be quite a problem, wouldn't it? Yet thousands of wage earners carry on with truck driver wages. Necessity has made them experts in money management.

But there's one situation mere expertness cannot handle. When misfortune comes—a long lay-off, major illness, a costly accident—the family's slender reserves are soon consumed. To remain solvent the unfortunate family must have financial aid quick.

At Household Finance the responsible worker can obtain a loan to tide him over. Without sacrifice of pride or privacy he can borrow funds to meet an emergency or get a fresh start. Last year Household Finance acted as "Doctor of Family Finances" to more than half a million families. To help wage earners get more from their incomes Household Finance carries on an extensive educational program in money management and better buymanship. Thousands have learned from Household's authoritative publications to spend wisely and save up to 20% on daily necessities.

Send for Free Booklets

Employers and supervisors of employees find the story of Household's work as "Doctor of Family Finances" to American wage earners fascinating reading. We will gladly send you illustrated booklets describing Household's activity as lender and as financial counselor. Please use the convenient coupon below.

HOUSEHOLD FINANCE CORPORATION and Subsidiaries

"Doctor of Family Finances"

one of the leading family finance organizations,
with 228 offices in 148 cities

HOUSEHOLD FINANCE CORPORATION, Dept. NB-9
919 N. Michigan Ave., Chicago, Ill.

Please mail me without obligation full information on
Household Finance's family reconstruction program.

Name _____

Address _____

City _____ State _____

going concern," I own I am at a loss.

Still, they must be finding the answers—all these young women and women not so young, this scattering of young men, and this larger number of men not so young, who, semester after semester, throng the classes in education. And they are sincere and serious. Deadly serious. I asked a woman recently:

"What are you taking this summer? Pedagogy?"

That was a misstep.

"Education!" she flashed.

"Oh!" I said weakly; but I ventured once more. "You are teaching mathematics?"

"Yes," she explained, "and I took mathematics all last winter in the extension department for my own satisfaction. That was not for credit, you know. Now I am doing my *professional* work for credit toward my degree."

I merely send my children to school. But I wish sometimes that what they are taught could be something less sentimentalized, something sturdier and more impersonal, if need be—something that would challenge their powers and take them out of themselves. I mean that our present-day craze for analyzing, tabulating, and sentimentalizing the "reactions" of our children absorbs us to a degree bordering on hysteria.

Superficial learning

POPULAR speakers, available almost anywhere on short notice, will acquaint neighborhood groups or larger gatherings with "authentic" data gleaned from the most recent "research" into the "psychology of the child." Brief courses of instruction may be had (for a consideration)—courses which lend themselves satisfactorily to our penchant for talk; so in all our best circles "I. Q.'s," "complexes," "mental hygiene," and "adolescence," are in every mouth.

No two parents can meet without going into a double monologue on the "reactions" of their children to every given "stimulus;" their "inhibitions;" their "sensitiveness" (modern children, on the unvarying testimony of their mothers, being divided into two groups: the "sensitive" and the "very sensitive"); and above all, the never-to-be-forgotten obligation of "giving them happiness." With all of these concerns I am deeply in accord, but I think we have got them out of focus.

I do not want, under any modern program of counseling and guidance, the personalities of my children probed and pricked until they can call no corner of their souls their own. Too much, even of wise and well intentioned counseling (and much of the variety in vogue could not reasonably claim such status), takes from the

sturdiness of youthful fiber.

Nor do I want any program of instruction set up for my children which is so "child-centered," in the parlance of the schools of education, that it makes them completely *self-centered*.

Long ago in a Scottish village I heard a preacher pray:

"Give us as much prosperity, Lord, as we can bear."

Encourage responsibility

I DON'T know why the sentence stuck, but it did. Similarly, I ask of the schools that my children be given as much self-centering as they can bear.

After all, they are a part of life and not the whole of it. I want them to have opportunities, but I would not have a thing done for them that they can reasonably do for themselves; I would not take from them their day-by-day share of responsibility—responsibility that is not a duty imposed upon them, but their rightful and inestimable privilege.

Certainly I want them to learn that happiness is not something which it is incumbent upon others to confer upon them; but rather that the only lasting and satisfying variety is a by-product of their own efforts along the lines dictated by their self-respect. Surely happiness is a goal possible of attainment even without throwing old verities into the discard.

For this same reason, I am not an apologist for learning. I want my children to have a little of the sort that they can set their teeth into—some knowledge of what the experience of the race has found good. I do not even subscribe to the modern demand that such learning be dramatized, necessarily, or administered with anesthesia. The moving intuition of the possibilities of learning is, I grant, admirably adapted to the drama form; but a great deal of the substance of the thing has to be acquired alone, with one's elbows on a table for long and arduous sittings. I want my children taught that it is worth the price.

More than all, I ask that they be made to understand fully their obligations to those institutions under which they are guaranteed a degree of freedom, a measure of happiness, and an assurance of opportunity not within the hopes of any other youth; that they realize that such democratic status has come to them out of the slow, tried processes of thought and of sacrifice; and that in the sturdy maintenance of their heritage is the future's safety.

"Religion, morality and knowledge being essential to good government and the happiness of mankind—"

Lunch Wagons Streamline

(Continued from page 74)

dining rooms, oyster bars, cocktail bars.

Owners, like patrons, come from everywhere, but the best prospects are found among restaurant men who want to get away from high rents, expensive linen, laundry bills, waiters, bus boys, cashiers and low net profits. The percentage of failures in this business is said to be small—eight per cent against 20 per cent in newly established restaurants.

Diners operate day and night. Other eating places about 18 hours. Sales during night hours average 25 per cent of total. Dining car manufacturers assist operators by installing cost systems and aid in selection of location.

Locations preferred are at main cross roads or town centers, railroad stations, steamboat landings, trucking centers, and at resorts on main highways.

Wagons on location

ON LOCATION, the wagon is mounted on a concrete foundation housing the plumbing, heating, lighting and mechanical refrigeration. Costs about \$1,500 to mount a modern lunch wagon. Steel frames prevent sagging. Diners come fully equipped from factory, all ready to operate.

Prices run from about \$6,000 to \$30,000 on installments. Sizes vary from ten to 15 feet wide, from 30 to 80 feet long. Seating capacity from ten to 80 people. Weight may exceed 30 tons. Many owners starting with modest wagons now lord over palatial diners. Some have had as many as six diners, each one better than the one before. Although some operators have had two or three wagons at once, chain store operation hasn't been successful. Getting the right help is the problem. One manufacturer is putting out a dinette car for \$4,950, 24 feet long, ten feet wide, seating 15. No heavy meals. Hamburgers, frankfurters, pie and coffee.

It takes from three to six weeks to build a lunch wagon de luxe. In one plant seven wagons were in production. Average price \$15,000. Old wagons are traded in and reconditioned for re-sale. Although New England and the Middle Atlantic States used to be the biggest field for lunch wagons, today they are being shipped all over the country and manufacturers report that sales are mounting fast.

—FRED MERISH.

What Does It Do?



Takes the up-set out of vacation season. Work goes on smoothly regardless of absences. Pressure ceases, confusion disappears... and all hands get more done!

Gives you more hours

of executive time by cutting routine almost unbelievably. Your daily mail, for instance, is cleaned up in about half the time it now requires.



Lets your secretary cease

to be just a shorthand machine, and get more real work done. While you dictate, she goes right on keeping things moving for you!



Helps many big ways you'd never think of until you see them. Records phone calls while they happen... makes verbal instructions alibi-proof... cuts conferences... doubles your ability to get things done!

THE TREND TO DICTAPHONE SWEEPS ON



Learn now just what this modern dictating machine could do for you. Let a Dictaphone give you its own story, in your own office, without obligation. Mail the coupon now!

Dictaphone Sales Corp., 420 Lexington Ave., N. Y. C.
In Canada—86 Richmond St., West, Toronto

NB-9

Please let me know when "Two Salesmen in Search of an Order" will be exhibited in my city.
 I want to see your representative.

Name _____
Company _____
Address _____

The Blind Spot in Labor Relations

(Continued from page 28)

led to truer interpretations of employee motives. But tradition places administrative methods in the employers' hands, and workers, even if they could identify the causes of their bitterness, would feel it entirely outside their province to demand changes.

None the less, for the weeks, months, or even years of petty irritations and indignities, for lack of that genuine meaning in work which human nature craves, and for being treated both by his superiors and the organization as an automaton, the employee finds a way to compensate. In retaliation, he grows indifferent to his task; he shifts unhappily from job to job, spurred on by the urge to find satisfaction somewhere; or he welcomes the opportunity to join a union.

The union he joins will not demand the changes in organization procedure needed to enhance personal values but, through "collective bargaining," it will demand concrete compensation in higher wages and shorter hours. Such demands are symbols of resentment, and the union which can promise to express them has a powerful appeal to the employee's mind.

If the employee is not given a reasonable share in the satisfactions of the enterprise, he will continue to demand a greater share in the financial returns. Backed by aggressive unions, he will probably win oftener than he loses.

That financial demands are symbols of employee resentment is amply substantiated by research studies. Irritating practices and conditions have often been found responsible for as much as half of all the wage and salary dissatisfactions in organizations studied. Typical of these irritations were conflicting orders from two or more superiors, inconsiderate treatment, uncertainty as to permanence of jobs, lack of meaning in the work. A considerable proportion of the remaining trouble has frequently been due to unjustified discrepancies in wages.

To see money as a compensation for irritations or bad working conditions generally is a matter of

common experience. How often remarks are heard like:

"A fellow's got to be well paid to stand conditions like these!" or even: "It takes a lot of money to make up for what we go through."

The necessity of compensating with higher wages workers on jobs involving dangers or unusual physical strains is recognized and unavoidable. The worker's feeling that emotional strains need extra compensation is just as logical.

Nothing so naive is here assumed as the belief that good organization procedure based on proper deference to workers' personalities would automatically make it possible to pay low wages and salaries; or that workers are not interested in the financial returns of their efforts.

Money isn't the whole return

THE attack is upon the cynical and unthinking attitude that money alone influences employees. If organization morale were seen as important in and of itself, the focus would shift from financial returns as battle-spoils to methods which would automatically increase returns. Financial compensations, once their quality as symbols of resentment is lost, become incidental rather than primary—only one part of a total picture.

For the most part, the systematic attention given to personnel problems in industry is merely passive.

The term, "industrial relations," has come to be almost exclusively associated with grievances, bargaining, group relationships, group problems—symptom treatments of employee resentment after it has occurred. There seems to be no conviction that a positive, preventive hygiene is possible. The emphasis is on correction of difficulties rather than upon positive activity to prevent them. The entire attitude has been one of fatalistic resignation to difficulties.

"Personnel work" is not a magic phrase, but it might answer the entire problem, although its apparent implications have been too "soft" for many basic industries. What is done is too often not only limited, mechanical and uninspired in conception, but the tendency to curtail or abolish it in times of poor business is sufficient evidence of its lack of significance to management.

Perhaps the first and simplest principle demanding application in administration is the need for understanding—for workers to be told *why* things that affect them are done. This need is primary, and far more important than is the desire of workers for a voice in active decisions. It is surely little enough to ask, if human self-respect is worth anything.

Nowhere are reasons needed more than in connection with individual wages and promotions. Such matters are usually handled on a purely subjective basis. No careful consideration

is given to the differing and relative values involved; they are matters of guess, opinion, and snap judgment. In addition, with no ordered plan or any means of control over the prejudices of minor executives, individual wage adjustments present constant opportunities for the exercise of such prejudices. As a result, most organizations are full of resentment over what employees are convinced is injustice or rank favoritism.

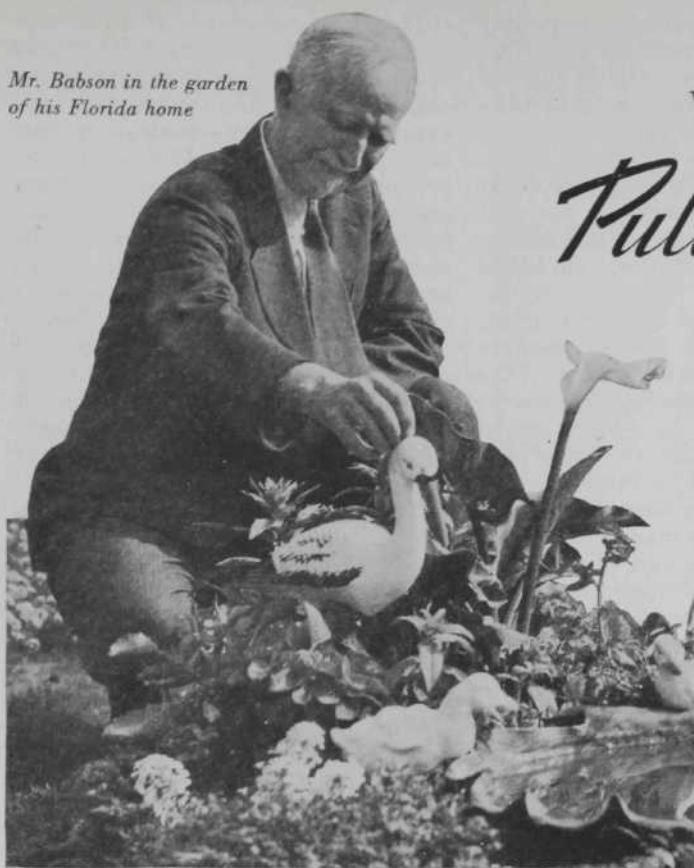
These resentments are often justified. An objective analysis—job classification and resulting wage comparisons—will often reveal such a range of obvious wage discrepancies as to shock management when the real situation is uncovered.

Possibly no single thing



"Sure—I caught him with th' goods."

Mr. Babson in the garden
of his Florida home



Every day in the year thousands of businessmen the country over are receiving "that extra dividend"—a good night's sleep, while traveling to far distant cities, arriving refreshed and alert for the day's transactions.

There's room to move about in a Pullman car—make contacts—meet friends—work, or rest and relax—and, yours to command, the trained and courteous Pullman personnel.

More and more executives and salesmen are going the Pullman way—the safe way. Pullman's safety record is unequalled by any other form of transportation in the world. Not a single passenger or employe fatality in more than two and a half years.

Enjoy Pullman's "extra dividend." Travel in Pullman Safety and Comfort.

THE PULLMAN COMPANY, CHICAGO

PULLMAN PROGRESS

When you slide into your Pullman bed at night, you realize that the men who built it knew how to "tailor" comfort into a railway train. Good example of Pullman progress: cars for the first light-weight, high-speed streamlined train in America were built at Pullman Car Works.

WHATEVER THE WEATHER *Pullman* GETS YOU THERE

Writes

ROGER W. BABSON

Internationally-famed Economist

"I enjoy the convenience and safety of Pullman travel. The advantage of the Pullman is that it goes whatever the weather and always gets you to your appointments on time."



In Step With The Times. George A. Sloan, former president of the Cotton-Textile Institute, New York, says: "Present day improvements in Pullman car equipment and service are fully in keeping with the modernization programs currently reflected throughout the railroad industry."



Pullman Crew Aids In Emergency. Thus writes Thomas S. Holden, Vice President, F. W. Dodge Corporation, New York. "Our thanks to two of your employes for unusual courtesy and consideration shown to wife and small boy in an emergency situation on a recent trip."

All testimonial statements in this advertisement were furnished without compensation

Pullman and Rail—The safe way to go and the sure way to get there



could go further toward eliminating the multiple individual grievances that build poor morale than careful job classification. Properly done, this provides a control over individual wage and salary increases which prevents injustice. Moreover, when properly presented, it provides *reasons* for the amounts of individual wages and salaries—reasons so clear that understanding and therefore agreement as to "fairness" can result.

Such a job classification can also lead to a definite promotional plan and, therefore, a clear presentation of the channels for advancement.

Workers should know why

IF, IN addition to such objective approaches, minor executives could be convinced of the necessity for making orders and instructions acceptable by giving workers the reasons for them, then by far the greatest part of the workers' desire to understand would be satisfied.

Courtesy in employment procedure, and an opportunity given, when workers are being hired, for them to express preferences as between types of work, a satisfying introduction to the job, training that is careful and well considered, a clear knowledge of results expected, and a sure understanding of methods,

respect for the worker's authority over his job, opportunity to obtain help in difficulties without an inference of weakness, judgments by results rather than by methods; opportunity to show initiative, assurance of getting information about changes directly affecting the job; and certainty as to personal standing in the estimation of direct superiors—these represent cravings as insistent as those for food and drink.

The desire of the minor executive to monopolize the satisfactions of the job, and the ever-present tendency to regard the worker as a mere means to the superior's ends, are too strong and too natural to be restrained by mere admonition or discussion.

A foreman whose machines showed evidence of ill use and broke down through careless, inconsiderate handling would be open to censure as a poor operator. But, under a careless superior, worker's resentments occur and multiply unknown to management. The condition of physical equipment is a responsibility of the minor executive because it is clearly evident. But the morale of the human equipment is nobody's obligation. It remains invisible to the superiors of the sub-executive; and he does as he pleases with it.

The basic remedy is so obvious that the solution seems simple:

If lack of awareness of other personalities in the working relationship is causing all the trouble, then the organization, and specifically the sub-executives, must be made conscious of other individuals. Means must be provided for creating the necessary awareness. Since the lack of responsibility for morale permits resentments to grow unseen until crises break, such responsibility must be stated and placed where it belongs.

Novel as the idea may seem, this can be done. It has become entirely possible because of the development by orthodox psychologists of methods of analysis and measurement of mental attitudes.

The logic is simple. Any activity is best judged by the results it produces. Employee attitude can be regarded as one result of organization activities, and can be ascertained by getting direct expression from the workers themselves as to how they feel about their jobs.

With questions to cover the subject adequately, asked under conditions that assure frankness and completeness and so phrased as to permit sound statistical treatment and dependable conclusions, genuine measurement of employee morale becomes possible. This means not only the possibility of evaluating morale, but also determining the relative importance of policies and practices which affect it.

Huge reservoirs of interest, intelligence and fresh contributions remain today untapped because of the blind spot in executive vision; because management has permitted supervisors at every level to monopolize the satisfactions of the job.

"Leadership" is a common but much abused word. Careless application has cheapened it and robbed it of its fine meaning. True leadership involves practices now almost unknown in industry. Its essence is stimulation of those who are led, through their comprehension of objectives, to a realization that their part in the enterprise is important, and by permitting them the thrill of seeing progress toward final achievement.

Such methods would awaken undreamed-of response, for they would satisfy the hunger in men's hearts and minds for personal significance and growth. With emphasis within the organization on the value of morale *per se*, basic needs, both human and financial, would be met, and external, protective—and punitive—agencies would be unnecessary—and unwanted.

The profit motive is not responsible for the human stresses and strains which threaten to smash the industrial machine. It is management's failure to curb the ego motive.

PRODUCTS THAT KEEP INDUSTRY MOVING

FOR more than a third of a century, Republic Transmission and Conveyor Belting, Hose of all types, Packings and Molded Items have gone into the nation's factories, mines, quarries and oil fields—into municipal plants and fire fighting—into construction of dams and roads—into dredging and ship loading operations—into farms and estates—and into hundreds of products from toys to automobiles.

Few manufacturing, construction or public service operations are conducted without the aid of mechanical rubber. With a nationwide organization, Republic capably serves these large markets. Wherever mechanical rubber is used, you will find Republic Products known for their quality and dependability.



REPUBLIC RUBBER

Division LEE RUBBER AND
TIRES CORPORATION
YOUNGSTOWN • OHIO

Manufacturers of HOSE
BELTING • PACKING
MOLDED PRODUCTS



ORDER REPUBLIC RUBBER PRODUCTS FROM YOUR DISTRIBUTOR

The Basementitorium Is a Best Cellar

(Continued from page 37)
small home owner more advantages proportionately than the mansion-dweller. It is estimated that a modernized cellar added to a small home increases livable household space about 25 per cent, increases property value proportionately, makes it more readily salable and provides room for household chores.

The basementitorium is solving the problem for many families in tight-fitting domiciles. With modern building materials, cellars can be made as livable as upstairs rooms. Floors can be beautified with waterproof paint, rubber tiling simulating luxurious flagging or regular hardwood floors for basement dancing. Flexible composition sheets or regular flooring may be used. Paint, wallpaper and composition wall coverings provide modest wall treatments or luxurious classical designs, inlays or murals. Beamed ceilings or ordinary plasterboard may cover unsightly cellar beams.

Basements for many uses

THERE are six general classifications of basementitoriums: hobby, study, recreation or rumpus, play, lounging and utility rooms, or household workshops where the wife may sew, can or launder or hobbyist husband may have a household workshop with electric power tools. Life may run its gamut in planned basement rooms.

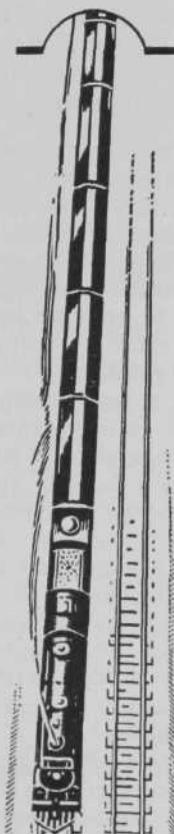
Since repeal many home bars have gone into modernized basements. In one case, the owner included a cash register. One owner transformed a cellar into a miniature village with street signs, wayside inn, filling station and other atmosphere. Beside an iron barred window a sign read, "County Jail." Inside was a gas boiler. Ingenious methods are used to mask heating equipment and coal bins, where stokers are functioning. One home owner simulated a ship deck on the cellar floor, walls painted a scene of waves, gulls, deck rails and life preservers.

In one eastern city of 50,000, a recent survey showed that more than \$500,000 had been spent in the past few years on cellar modernization. Tramp, tramp, tramp, the trek is downward. That's why there's gold dust where the coal dust used to be for makers of basement planning equipment of all kinds, a more comfortable home life for the household and millions added to home values.

—FRED MERISH



Boompjes 82 • Holzpförte 10 Dovenhof 118



• Code words or a new parlor game? Neither! These strange, unfamiliar symbols are the street addresses of Erie agents abroad. Strange, unfamiliar streets where the Erie freight office sign is the only familiar landmark.

Wherever the Erie sign swings it means dependability. You can make export or import shipments with the assurance of safe handling and prompt delivery. A vast fleet of barges, tugs and hoists in New York harbor facilitates transfer from ship to rail. Fast freight schedules speed shipments—east or west—to and from inland points.

From ship to shipping room Erie handles all details. Ship your next export on the Erie. Instruct your foreign agent to mark imports "via Erie." You'll save time, money and confusion.

Travel
the Scenic Erie
... between New York, Binghamton
Elmira, Buffalo, Chautauqua Lake,
Youngstown, Cleveland, Akron, Chicago
AIR-CONDITIONED TRAINS
EXCELLENT MEALS • FINEST
SERVICE • LOWEST FARES

ERIE RAILROAD SYSTEM
THE HEAVY DUTY RAILROAD

DU PONT PAINTS for EVERY PURPOSE *in Home and Industry*



LITTLE more than three years ago there were no household refrigerators finished with du Pont Dulux. Today this modern finish, with its superb whiteness and durability, gleams on more than 3,000,000 refrigerators.

When you next buy a refrigerator, get a finish that stays white . . . that doesn't collect dirt . . . that is resistant to chipping and cracking. Ask for a Dulux finish . . . the finish whose outstanding quality is so typical of du Pont finishes for every purpose.



*Paints..Varnishes
Enamels..Lacquers*
DUCO-DULUX
REG. U. S. PAT. OFF.

Exit the Share-Cropper

(Continued from page 19)
of the Memphis Chamber of Commerce, owns 900 acres upon which there are 46 tenant families.

Under his plan, Mr. Snowden allots a tenant 15 acres and contracts to pay him \$10 an acre when the cotton crop is laid by in August. In addition, the tenant and his family are paid in cash for picking the cotton—usually at the rate of 30 cents per 100 pounds or \$15 a bale—when picking time comes in the fall. Like Mr. Kellogg's tenants, his employees get free house rent, free water, free firewood, and credit at the plantation's commissary.

"By this plan, a tenant gets a guarantee of \$150 for his work, plus what he and his family can earn at cotton picking, regardless of whether it is a good crop year or a bad crop year," says Mr. Snowden. "It is really a modified system of the cash wage but I think it has its advantages because it tends to keep a tenant on the place until the work is completed. Some of these families can pick 12 bales of cotton before Christmas, and at \$15 or \$16 a bale that is not bad."

Workers get a steady income

WHEN they are not busy in the cotton fields, these wage hands are employed in cultivating Mr. Snowden's other crops, which assures them a year-round income. He has 490 acres planted to cotton, which last year produced 520 bales. In addition, he grows asparagus, alfalfa, fruits, hogs, poultry and vegetables.

"Diversification is a fundamental factor in operating a cotton plantation on a cash-wage system," Mr. Snowden says. "And I believe the cash system is far superior to the old share-cropper system."

So much for the cash-wage system; now for the renters whom Mr. Kellogg is trying to develop on his Sycamore Bend Plantation. They represent the second step in the share-cropper's path to farm ownership and economic independence.

"I think we have done well in promoting wage hands to renters in the past two years," Mr. Kellogg says. "Today we have 15 renter families on our place and ten of them drive automobiles that have been bought in the past two years, ranging up to a new Ford sedan. Renters are far better credit risks than the old-fashioned share-cropper and in a few years I hope to have half of my cotton land cultivated by renters. The rest I'll retain for myself and cultivate with wage hands."

Under Mr. Kellogg's rental plan,

the wage hand selected for promotion is allotted the maximum acreage that he and his family can cultivate economically. This acreage, in most cases, is about 40 acres.

Sycamore Bend Plantation supplies the renter with the land and a house to live in and sells to him, on long term credit, the necessary mules and farming implements. Forty acres of cotton usually require about two mules. The plantation agrees to sell the renter alfalfa hay for his mules at a price that is the same in dollars a ton as the cotton brings in cents a pound. Thus, the renter's feed bill is gauged entirely upon the return from his cotton. He gets from two to five acres of corn land free, in return for his labor in cleaning up the land.

All through the summer, credit is advanced to the renter at the plantation commissary and in the fall, after the cotton is picked and the time to settle up accounts has arrived, the renter gives the plantation one-third of the cotton he has produced.

If a renter can grow a bale to the acre (which is not unusual on Sycamore Bend Plantation) he can produce 40 bales of cotton on his land. Thus, if cotton and its seed are bringing \$80 a bale, he receives for his share (27 bales) \$2,160. The plantation gets the remaining third, or \$1,040.

One negro renter with 60 acres last year made 56 bales. Today he owns four mules, a wagon, two plows and an automobile, despite the fact that the size of his crop forced him to spend \$100 for labor, which the plantation advanced. There are somewhat similar cases among other renters on Sycamore Bend Plantation.

"You can't make renters out of every tenant," says Mr. Kellogg, "because many of them just simply haven't the ability to manage for themselves. In promoting our wage hands to renters we try to pick the best ones and push them forward. If a renter works hard and attends to business he stands to make good money for his year's work and if he's equipped to go still farther he may accumulate enough to buy his own farm and thus achieve complete economic independence."

"However—and in all frankness—I don't believe many of these Negroes will ever develop into farm owners. They aren't equipped to go much farther than renters, where they still have someone to help them manage their business affairs. Of course, I know there are some successful and wealthy Negro farmers—we have one in Arkansas who is an outstanding

example in that respect—but I'm speaking of the average, not of the exceptions."

It is interesting to note that Mr. Kellogg, who is one of the Cotton Belt's outstanding figures in the departure from the share-cropper system, was never connected with the farming business until he bought Sycamore Bend Plantation five years ago. Before that he had devoted his time to the lumber business, which he entered in 1908 as a \$1.50 a day clerk in a Memphis lumberyard. He progressed rapidly and, by 1914, was president of the Kellogg Lumber Company, which, upon his retirement some years later, was cutting from 40,000,000 to 50,000,000 feet of timber a year and doing an annual business of about \$1,000,000.

Inexperienced in farming

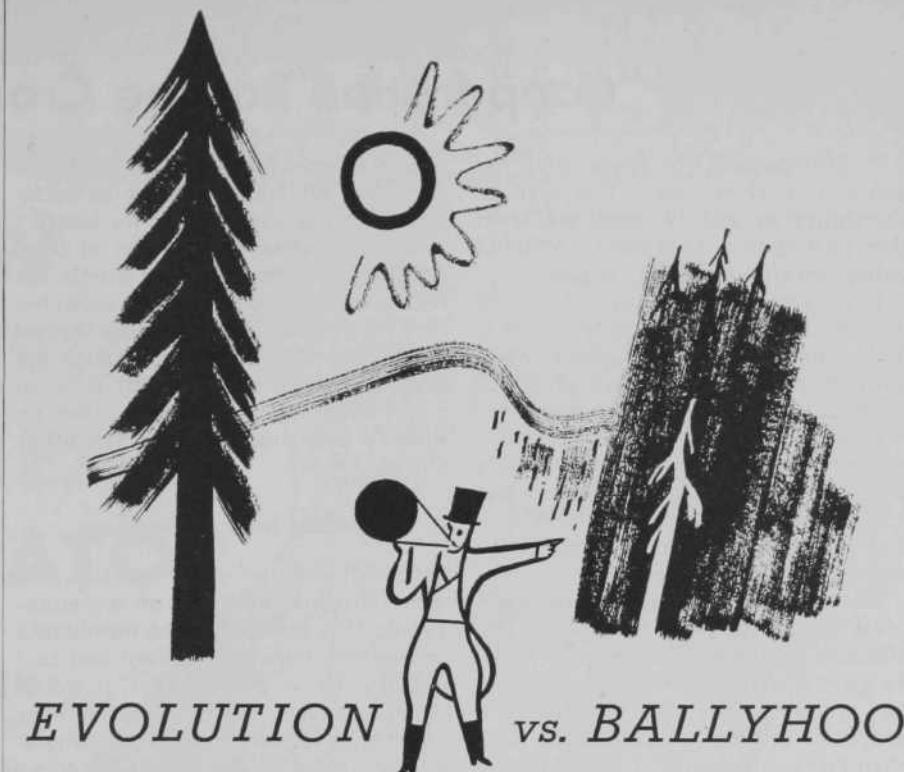
"I DIDN'T know anything about farming when I bought this plantation in 1932, but I did know a lot about Negroes and mules as the result of my experience with lumber camps," Mr. Kellogg says. "I entered the cotton-growing business with no preconceived ideas, but I soon developed some ideas of my own that were based on actual experience and now I am trying to put them into practice."

When Mr. Kellogg bought Sycamore Bend Plantation five years ago from a timber company which had cleared the land and was trying to grow cotton, the plantation had only 20 or 25 tenant houses and limited equipment. Today it has 103 tenant houses, a modern cotton gin, 160 head of mules and other live stock and seven pieces of motorized farming equipment. Its staff includes Mr. Kellogg, assistant manager Harry Crawford, a storekeeper, two field overseers and a mechanic who attends to the tractors and motor equipment.

During his first year at Sycamore Bend Mr. Kellogg hired an experienced plantation manager to run the place and operated it with share-croppers. The next year he assumed personal direction of the plantation and substituted the cash wage system.

"I got rid of the share-croppers because I couldn't see any chance for any of us to make any money under that system," says Mr. Kellogg.

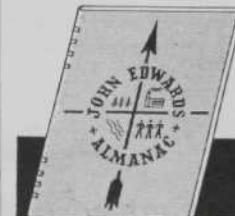
"After five years, I'm well satisfied with my record as a farmer, but it's been a hard game. Even today I couldn't raise wages 25 per cent and make ends meet. The real problem in operating a cotton plantation is efficient management and cheap labor because cotton is a product that sells for a low price and if any profit is to be made, costs must be kept at an absolute minimum."



EVOLUTION vs. BALLYHOO

There is no "amazing new discovery" about John Edwards Bond. On the contrary, this paper is the product of gradual evolution in paper-making. It's the most up-to-date development of a modern mill and modern methods, and it's designed to meet the need for a high quality paper priced so low it can be used in large quantities for letterheads, forms, and direct advertising. When you specify John Edwards Bond you are assured of fine working qualities, for it is rigidly pre-tested at the mill before shipment. There is a complete range of bright colors and a clear white in standard sizes and weights, with envelopes to match. • If you'd like to see some interesting printed samples, and most of all, if you're looking for a full year's supply of new, adaptable ideas for letterheads, collection forms, invoices, advertising pieces, etc., send for John Edwards Almanac. It is written in a lively informal style you'll like. In fact it's so generally liked that we hear the Almanac is hard to keep, always turning up in other offices. It is free to business executives, twenty-five cents to students. Simply fill out and mail us the coupon, attached to your business letterhead. Your copy of the Almanac will be sent promptly.

JOHN EDWARDS BOND



is one of the Pre-Tested Business Papers manufactured by The Nekoosa-Edwards Paper Company, Port Edwards, Wisconsin, makers of NEKOOSA BOND, NEKOOSA MIMEO BOND, and NEKOOSA LEDGER.

Gentlemen: Send me a copy of JOHN EDWARDS ALMANAC.

NAME _____
POSITION _____

Please attach this coupon to your business letterhead.

N. B. Sept., 37

"Cooperation" at the Crossroads

(Continued from page 30)

people that they cannot live without the things we sell. We must sell from the customer's viewpoint, offering value, service, comfort, style.

If we are really putting our efforts behind our own merchandise, there is little time left to worry about what our competitors are doing. To the real salesman a high price may be a help instead of a handicap. Customers are going to be using a really good article long after they have forgotten what it cost them. Convince the customer that the value is there and the price barrier grows smaller.

We know that we ought to do more advertising. But, we don't like the editor of our local paper very well. He gave entirely too much space to the wedding of our competitor's daughter a year or two ago. And when our son graduated from college he left out two paragraphs of the notice our wife wrote and sent in to the paper. Besides, he bought a radio from our competitor. Of course, that particular radio dealer has been a pretty heavy advertiser . . .

Well, we ought to advertise more, but we'd like to find some method that would help ourselves without doing the other fellow some good too. Anything that brings an extra shopper to town helps everybody in business there. It would be a blow if my competitor sold him ten cents worth of nails. What if I did sell the same man \$100 worth of goods the same day? Let my competitor advertise his own nails!

Better selling is needed

WE dimly realize that something is the matter with our clerks. We know that we ought to have salesmen in our stores instead of men and women who just stand around and look worried. We ought to have people who understand that profits in a retail business come from sales.

We know that we virtually turn our bank accounts over to our salesmen. Our fate as retailers is in their hands. Yes, we need some new help. Take Sammie Jones, for one. He never was very bright, and we haven't been able to get him to clean his finger nails or to stop throwing cigarette stubs on the floor. But we went to school with Sammie's father. It would offend the family if we let him go.

We see business all around us, waiting for somebody to come and get it. We know that there is enough busi-

ness for ourselves and our competitors, too. We could sensibly be satisfied with our share. But we haven't time to go after even a part of it at profitable prices. We must hustle for fear a competitor gets some sales before we have had time to make special prices and thus spoil his chance for profits as well as our own. It is so much more fun to eat each other up than to help ourselves and the other fellow, too.

Failures hurt all business

THERE must be some solution for these slipshod methods of merchandising. If it were only the merchants themselves who lost money and had to fall back on public relief, it would be bad enough. But no retailer ever failed without owing money to wholesalers. Unless wholesalers wish to go out of business themselves they must find some method of making up their losses. So the consumer ultimately pays. In the long run, the careless retailer's desire to eat up his competitor is everybody's loss.

Perhaps the greatest threat that menaces the small town merchant is cooperative buying. Independent merchants who hope to survive will do well to study cooperative buying and then to rally their fellow merchants in a desperate effort to justify their existence as retailers. No headway can be made, no ground can be held, by the policy of eating each other up.

Unless some stand is taken to present a united resistance to this new and powerful movement, the independent retailers in the small towns are one day going to find themselves in the situation of the small boy who emerged from his first experience with a bumble bee with an eye swollen shut and the explanation, "I stung myself."

The salvation of the small town merchant is to get so busy working for his own profits that he has no time left in which to work against anybody. But nothing, not even convention resolutions or petitions to our congressmen, can save us so long as we are bent on eating each other up.



It is so much more fun to eat each other up than it is to help ourselves and the other fellow, too

Burroughs

NEW ELECTRIC DUPLEX CALCULATOR

ADDS
SUBTRACTS
MULTIPLIES
DIVIDES

**WITH DIRECT
SUBTRACTION**



TWO TOTALS

The results of individual calculations appear in the lower dials; then, at the touch of a motor bar, they are transferred to the upper dials where they accumulate into a grand total.

SUBTRACTS AS EASILY AS IT ADDS

At the touch of a convenient key, an amount can be subtracted directly from the grand total without the use of complements.

FAST, QUIET OPERATION

Fast electric transfer and electric clearance, and light, positive, electric key touch speed up the work and enforce accuracy. The special motor runs only while the keys are in action.

See the new features and new operating advantages in Burroughs Calculators of various styles and totaling capacities. For a demonstration or complete information, call the local Burroughs office; or write direct to—

BURROUGHS ADDING MACHINE COMPANY, 6019 SECOND BLVD., DETROIT, MICH.



Workmen who are on up-to-date modernization work know a thorough job when they see it. They can see the logic of Onliwon Tissue being a *safer*, more economical tissue. It must be or they wouldn't see it in so many places! Phone your local A. P. W. representative and learn the advantages of Onliwon Tissue at first hand. Or, write for free samples to: A.P.W. Paper Company, Albany, N. Y.

A.P.W.

Onliwon Tissue

The advertisers in this issue
of Nation's Business aver-
age more than

6 YEARS
in these pages.

Nothing except satisfactory
results would keep them in
month after month and year
after year.

To Lead the World Back to Peace

(Continued from page 68)
financing, bills of lading, railroad,
highway and air transport, cable and
telephone service and rate matters,
patents, trade-marks and trade-
names, merchandising, advertising,
taxation.

From the American side, Alfred Reeves gave the story of American highway progress; Charles Haight made the plea to complete the work for uniformity in ocean bills of lading; Charles Garvin, Charles Wiman, and Lloyd Coleman in rapid-fire fashion discussed distribution and advertising; Henry B. Fernald discussed double taxation; Rudolf S. Hecht, banking subjects, and Charles Carroll took up industrial property questions. These discussion meetings were informative, argumentative, bringing out differing viewpoints, and endeavoring to work out constructive conclusions.

In addition to the group meetings there were a series of "branch luncheons," where the delegates of different nationalities had a chance to talk shop at table. These covered air transport, banking and stock exchanges, the chemical industry, insurance, sea transport, the textile industry, and other lines of business.

Finally, in this mechanism for affording the delegates (and their ladies) a chance to get acquainted with those from other countries, the German hosts had arranged for a series of small, intimate international dinners. Those attending sat at table possibly with companions from Germany, France, Italy, Norway, Turkey, China and Argentina! This Congress, by careful planning, and also by encouraging impromptu international parties, saw to it that the different national groups did not flock entirely by themselves.

The national delegations also had their own business sessions and social meetings. The main American delegation went over together on the U. S. S. *Manhattan*. The program was discussed in detail in meetings on board ship. At Berlin the whole American delegation met each morning to plan American participation in the day's activities. In the middle of the week Chairman Thomas J. Watson and Mrs. Watson had the whole American party as luncheon guests.

The American Section was officially headed by Mr. Watson; Eliot Wadsworth, the American vice president; Willis H. Booth, honorary president of the International Chamber; Silas H. Strawn and Henry I. Harriman, former presidents, and vice president James S. Kemper of

the Chamber of Commerce of the United States; Council Member Clark H. Minor, and S. C. Mead of the Merchants' Association of New York, alternate on the resolutions committee.

American Ambassador Dodd had a reception for the American delegation, the Carl Schurz Association had open-house for the party before the Congress opened, and the American Chamber of Commerce in Germany played host at dinner.

The Americans at Berlin shared with the other delegates the interest in seeing at the opening session the man who stands at the head of things in Germany, Adolf Hitler, and his principal lieutenants, Goering, Goebbels, and Schacht. General Goering delivered an address of welcome, and Dr. Schacht, head of the Reichsbank and Minister for Economic Affairs, called on the meeting to seek the truth and have courage to speak it.

Thomas J. Watson, for the past several years Chairman of the American Committee and President of International Business Machines Corporation, was elected president of the International Chamber for the period 1937-1939.

Men Return to the Market Place

(Continued from page 64)
it has a widespread vogue. The men's wear industries should revise it.

Abraham Lincoln wore long black trousers, but George Washington wore brilliant colored silk knee breeches. The men of the period were not ashamed to don bright colors.

Color is a necessary antidote for drab living. Modified by modern conditions, we have seen the return of color and ornament to men's dress.

Addressing myself to publishers, I would say it is their responsibility to examine present trends and to incorporate in their circulations an active men's market, as they once did an active women's market.

It is their responsibility, too, to set new advertising opportunities before national and local advertisers, and thus make common cause in the venture of educating the nation's men to new concepts of effective fashion.

Finally, addressing myself to the public itself—both men and women—I would say that the coming better understanding of the art of dress and fashion among men will lead to a greater and more lasting enjoyment of living.

Labor Unions in Food Distribution

A GREAT percentage of food distributors are living in a false sense of security and saying "it won't happen to us," while the efforts to organize workers are going on right in their neighbors' plants, according to a survey recently released by the American Institute of Food Distribution, Inc.

"The every-one-but-me-will-have-trouble attitude shows that too many distributors are living in a sense of security dangerous in the face of the quickened pace of unions in the food trade," says the report.

The survey shows how the big industrial cities' unions are reaching out to the small, more agricultural centers, particularly in the Eastern states, Pacific Coast and areas surrounding the big industrial cities of the Middle West.

Demands of the unions vary in different sections, sometimes according to the wealth of the company and the employers. But the average of all the clerks' and drivers' wages reported to the Institute is:

Drivers.....\$29.85 for a 47 hour week
Clerks.....\$25.25 for a 44 hour week

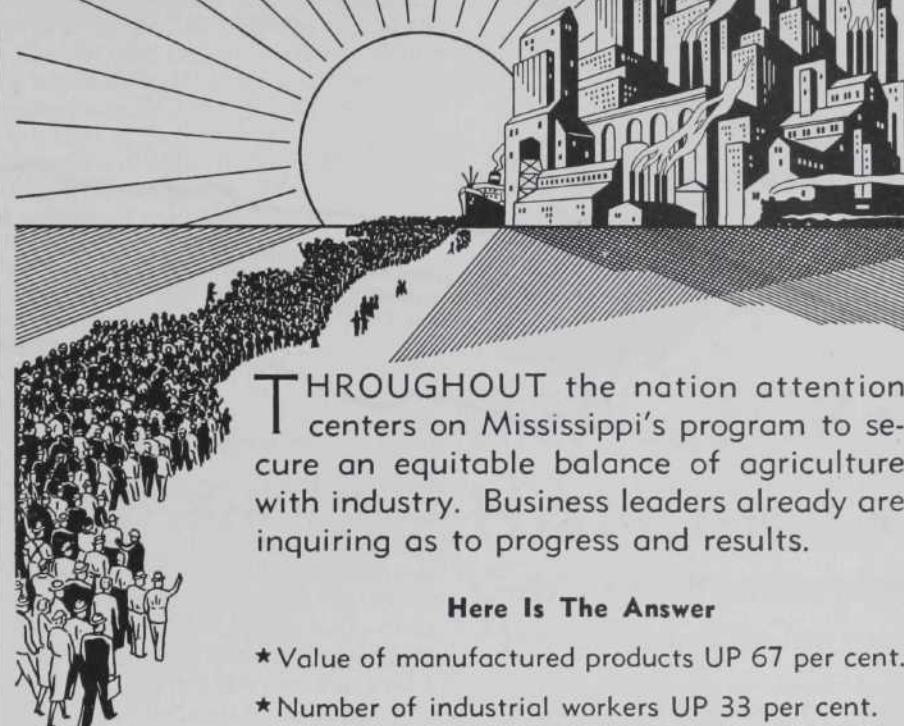
Eighty-five cents an hour is the highest demand reported—this from Minnesota truck drivers. Double time on holidays, time-and-a-half for overtime, are common demands. Other demands are seniority rights; improved working conditions; check-off, whereby the employer collects union dues. In markets that have had union activity among distributors for some time, closed shop is a persistent and often successful demand. The extent to which unions may go to realize their closed shop ambition among distributors is exemplified by a California report telling how a little shop run by a man and wife will soon be forced into the union because the truck drivers will not go through a picket line to deliver supplies.

The Institute report says that the attempt to unionize is a concerted, organized effort by two powerful groups to standardize all physical labor in the country at certain minimum wages and under certain working conditions. These groups desire the right, individually and collectively, to dictate these new standards to employers. According to the survey this standardization is penetrating the food business of the country much more rapidly than is known by employers.

MISSISSIPPI

a Great Agricultural State
Going to town

INDUSTRIALLY



THROUGHOUT the nation attention centers on Mississippi's program to secure an equitable balance of agriculture with industry. Business leaders already are inquiring as to progress and results.

Here Is The Answer

- ★ Value of manufactured products UP 67 per cent.
- ★ Number of industrial workers UP 33 per cent.
- ★ Industrial payrolls UP 46 per cent.
- ★ AND—26 new major industries have located in Mississippi within the past six months.

And Here Are The Reasons

- ★ MISSISSIPPI abounds in natural resources—clays, timber, natural gas, abundant water supplies, sea foods, fertile farmlands producing basic crops.
- ★ MISSISSIPPI labor is 99.6 per cent native born.
- ★ MISSISSIPPI has enacted new legislation for the balancing of agriculture with industry.
- ★ MISSISSIPPI, already adequately served by rail and water lines, is paving 1700 miles of new highways to complete her distribution system. Modern transmission lines provide low cost electric power from TVA and private systems.
- ★ MISSISSIPPI cities and towns offer friendly cooperation and assistance to sound industries seeking new locations or wishing to expand present facilities.

Write Today for Your Copy

of this illustrated booklet, "Mississippi, A Land of Industrial Opportunity." Within its pages you will find the first authentic summary of industrial Mississippi.



MISSISSIPPI INDUSTRIAL COMMISSION

A DEPARTMENT OF THE STATE OF MISSISSIPPI

JACKSON, MISSISSIPPI



A quick-setting cement which trowels cold, resists acids (excepting hydrofluoric), water, oil, high temperatures, and most solvents. It is particularly useful for laying brick exposed to acids...

Non-subscribers, but, nevertheless, alert, interested readers, are the fifty technical men and superintendents who saw this 4-line editorial item in Nation's Business and asked for further information. "We were surprised," wrote C. Fred Sauereisen of Sauereisen Cements Company, "because we find it difficult to obtain this class of inquiries."

We were not surprised. Neither are Nation's Business advertisers surprised to get valuable inquiries from non-subscribers, for Nation's Business has more than a million quick-to-respond, pass-along readers.



A Man with a Flexible Future

(Continued from page 78)

He was a likable and friendly boy. He must have been, because he is a likable and friendly man. One of his first cases involved what seemed to him to be a little canoodling to the disadvantage of a body of strikers. They were dubbed "communists," and it is quite possible that most, if not all, of them were communists or "ists" of some other order. But they were not being given their day in court and he saw to it that they got it. Saw to it, in fact, with such vigor that he won the case.

That should have given him a bit of a black eye so far as the upper classes were concerned, but the upper classes were no such chumps. Those who had no property to worry about may have denounced him a bit, but the heavier taxpayers realized that the young fellow had the makings of a good lawyer. Pretty soon he was counsel for a street car company and a railroad and a bank, not to speak of other monied interests that called him in when counsel was needed. Somewhere in this period the club case occurred. A recently published newspaper article was to the effect that:

Jackson had been told a unique angle of the case in the privacy of a club, and revealed the conversation in court. He was charged with violating a confidence between gentlemen and for a time the doors of many clubs were closed to him. Unperturbed, he wound up the case by telling the jury that "the medical profession's sportsmanship is even worse than its surgery."

He won \$25,000 for his client.

That was an angle of the case that had never before been heard in Jamestown, N. Y., said Jackson. He told the story:

Something was wrong with the eye of a stenographer for one of my best clients. She went to a surgeon, an operation was performed, and she lost the eye. The department store that employed her called me up:

"See what you can do about it."

I telephoned the surgeon who had had the case.

"Take lunch with me at the club," he said, "and I'll tell you about it."

After lunch the surgeon said that, although he had administered the anaesthetic, his assistant had performed the operation. The girl had understood the principal would operate. The operation was not a success.

"I'll go on the stand and tell the story," said the surgeon.

The insurance companies which were protecting the surgeon contested it, but the surgeon not only told the story, but told it of his own volition. There has never been any criticism of the part he played, except that the girl seems not to have un-

derstood that the assistant would wield the scalpels.

Jackson married Miss Irene Gerhardt of Albany in 1916, and those interested in the photograph of a mighty pretty woman which stands on his mantel in the Department of Justice Building in Washington will discover that it is that of Mrs. Jackson. They like to dance and have a good time generally, except that when one reads briefs and prepares arguments until midnight five nights out of seven, and gets up in time to gallop a horse over 40 acres near the Congressional Country Club one's dancing time is limited. That is why their friends say Mrs. Jackson likes dancing better than Bob does.

There's that "Bob" motif in again. To save misunderstanding it should be observed that strangers do not "Bob" him. He is not the backslapping type. Only when they go away they refer to him as "Bob." Just as I am doing.

Came to Washington after urging

IN 1934 Secretary of the Treasury Morgenthau asked him to come to Washington and take over as counsel of the Bureau of Internal Revenue. The President pressed at the second asking and Jackson reluctantly came. Morgenthau had known him slightly, but all New York lawyers had known him rather intimately because of the part he played in the inquiry into the administration of justice in New York State. He concluded that up-state courts are about as clean as can be desired.

"They cannot be otherwise," he said. "Up-state you have neighbors. They keep their eyes on you. It would be impossible for a judge to go very far wrong."

In the greater cities this does not apply. There are no neighbors in a metropolis.

"Like every other young lawyer," he said, "I was once tempted to go to New York City. The opportunities there were magnificent. I talked to Judge Alton B. Parker about it.

"'Don't do it,' he said. 'I have always been sorry that I left Kingston—and do you know why? In Kingston nothing ever happened until Parker had been consulted. In New York City they don't know I'm alive.'"

Jackson does not know what is ahead of him. But I have a private hunch that what he would like to do is to go back to Jamestown and practice law. AND some politics.

Get signatures on charge accounts with the Handipak.



For multiple copy records at orderdesk or at telephone switchboard.

Receipts on the Handipak eliminate losses and disputes.

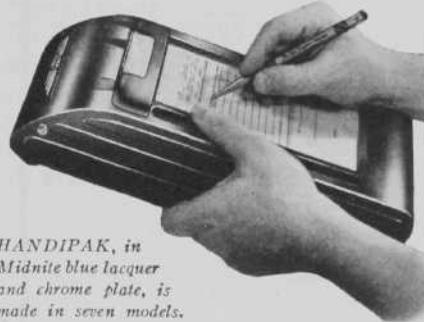
Wagon men like the protection of Handipak recorded transactions. No lost slips and no arguments.

The New EGRY HANDIPAK

*Goes where Business goes
Makes Records on the spot*

No hunting for sales books; no fumbling and time wasting with loose or padded forms and carbons when you have an Egy Handipak, which is rapidly replacing sales books in large retail stores and many other businesses. Easily carried. Convenient to write on. Always ready.

Write sales slips, invoices, charge slips, requisitions, shop orders, delivery receipts, repair and production orders, shipping orders, piece work tickets, packing lists and other business forms on the Handipak. Compartment for filing audit copies provided. Literature on request. Demonstration without cost or obligation.



HANDIPAK, in Midnite blue lacquer and chrome plate, is made in seven models.

THE EGRY REGISTER CO., Dayton, O. NB-937

Send information on the Egy Handipak. How does it fit into my business?

Name.....

Business.....

Address.....

City..... State.....

STOP THIEF! & FIRE!



AND LOSS TO YOUR PROPERTY!

MORE THAN 50,000 businessmen have enlisted the aid of Detex Watchclock systems to guard against fire and theft. For Detex provides a simple, effective, low-cost way of checking the activities of the watchmen... in detecting fire, deterring theft, stopping loss before it starts.

THOROUGHLY FAMILIAR with problems of protection and detection, Detex offers you an up-to-date watchclock system, fitted exactly to your specific needs.

WRITE DETEX for recommendations on the type of system that you need.

DETUX WATCHCLOCK CORPORATION
4153 Ravenswood Avenue Chicago, Illinois



29 Beach St., Boston 80 Varick St., New York
Room 800, 116 Marietta St., Atlanta N.Y.

"YOUR LETTERHEAD IS THE VOICE OF YOUR BUSINESS"

The better the paper, the better the voice that carries your words. The best papers are made from rags and Crane's Fine Papers for business and executive use are made from rags and rags alone. They speak for you with the utmost confidence and distinction.

Crane's
FINE PAPERS
MADE IN DALTON, MASSACHUSETTS
SINCE 1801

The Bewilderment of Business

(Continued from page 40)
about what he called "eternal truths."

Marty Goard's life experience was altogether different from Paul Pennypacker's and not as colorful.

He started as a mechanic. He rose from the ranks until he reached supervision. He was the best production man his industry knew. He improved methods. He introduced time-saving and safety devices. He was always against the use of the phrase, "labor-saving device," because he said more labor was done, but it was done by the machine, not by the worker.

He spent his spare time improving products. He invented new products and his company got to owe him so much in royalties, that they found it cheaper to sell him the business and to work for him.

Helping up the business

WELL, the same mechanical genius that went into production, now went into sales and administration. When he took control of his company, it was the twelfth in his industry in volume of sales; now it is third—and the two top companies recognize him as an equal.

Marty Goard has a one track mind. He is not interested in art or literature or politics. His sole interest in life is his business, his stockholders, his workers and his customers.

When he walks through the parent factory, he knows most of the workers by name. They call him "M.G."

Marty Goard understood the depression perfectly. He said, "People stopped buying because they ran short of money." He pulled in his belt; cut overhead; stopped building inventory. When he saw what was happening clearly he went into his factories and made a speech. He said:

"Boys, there's no use kidding. This is a bang-up depression and we might all go broke. We'll have to do the best we can."

He, too, spread the work. He contributed to funds. He opened a commissary in each plant, where a worker could buy or borrow food and coal against future earnings.

Came the NRA and Marty Goard marched in a parade. Came the Code authority and he obeyed. He never presided over any committees but he sat silently through many meetings. His longest speech at such meetings consisted of these words:

"O.K. I'll go along."

Ended the NRA and he stuck to code rules. Business became better and Marty was making money again.

Well, here we are, the three of us. So we have some more beer. It is Paul Pennypacker who talks:

"Look here. I'm being told to cooperate with everybody under the sun. But nobody tells me that any one wants to cooperate with me. I can't understand what all this cooperation means.

"I've cooperated with the Government all my life. I have paid my taxes. I vote in elections. When they want statistics, I send them statistics. When they want to go through my books, I let them go through my books. When the President wants my advice, I go to Washington and give it. They took a year out of my life with the NRA. Do you mean to tell me that I haven't cooperated with the Government?

"Then they say cooperate with labor. For the love of all that's holy, no man could do more. I carried such a load of pay roll during the depression that I thought I would sink. I pay high wages. I have the best working conditions. I promote men from the ranks as far as possible.

"Collective bargaining! Why there never was a time in our firm when we did not have collective bargaining. We have what amounts to a shop council—discuss everything. Why one year, when we had to decide about spreading the work or laying off men, we left the decision to the workers. We've . . ."

"Paul," I said, "you don't grasp what they mean. These people who talk about cooperation, they do not want collective bargaining. They want you to sign on the dotted line with one of the labor unions. They don't care whether you have been a good employer or a bad employer. All they want you to do is to sign up."

"But my men don't want me to sign," Paul replied.

"What has that to do with it?" I asked.

Paul stood bewildered. Then he said:

"Why is it that the Government which has passed all kinds of laws governing industry, making it responsible, filling every loophole—tying us hand and foot—so we can't tell whether we should inhale or exhale without consulting a lawyer and an accountant and a press agent—why is it that this same Government doesn't want us to ask for any law making labor responsible for anything? The Government tells us to trust the labor leaders but they know that General Motors had a flock of strikes right after they signed a con-

tract. They say, 'Trust their contracts. You don't need a law.' Well, why do they pass laws about us all the time?"

Marty Goard contributed:

"My point is that I'm willing to sign up with anybody. I don't want strikes. This is a good year for business. They expect a war in Europe and they're laying up supplies. This is no year for strikes. I'm going to sign when they come to me."

"I don't know," Paul Pennypacker replied. "It seems to me that we have to be guided by general principles. We must be sure that the movements which seem to be covering the earth, Communism and Fascism, don't reach us. For some immediate consideration, we might sign away our freedom and our rights."

"And I don't know a damn thing about general principles," Marty Goard put in. "My job in life is making and selling stuff. Everybody talks to me about these general principles. Well, I stick to the Ten Commandments, and even to the Eleventh, which is mind your own business.

Business and politics

"LOOK here, Paul. In the old days we all believed that you couldn't mix business and politics and get away with it. Well, nowadays everybody is in politics. He's for or against everything. Well, I can't do business that way. I've got to stick to my chores if I'm to get along at all."

"I'm for any government that runs this country. I'm for any President who sits in the White House. I just can't be a politician and a business man at the same time."

"You don't care whose ox is gored so long as yours is in alfalfa," Paul Pennypacker said bitterly.

"No, that's unfair, and you know it. But I just can't figure that it's my business to get into this fight for general principles. My business is to take the orders that come in and to see that they are properly filled."

"But look here!" Paul put in, "I may be all wet, but here for four years —well, at least four, we have all been talking about principles . . ."

Marty Goard heaved a sigh.

"Principles is what your curly-headed friend sells," pointing at me. "I sell goods. And how do I know whose principles are right?"

"My point is that I'm tired of all this arguing. Let's get down to business. Well, they won't let me build a surplus—all right, I'll find a way. They want me to satisfy SEC. I can satisfy anybody. The only things I don't want are strikes and investigations. If they'll lay off me, they can even have part of my profits."

"You're lucky that you can have



Jack of One Trade and Master of One

It was 61 years ago when young John Broderick and Joseph Bascom decided to make wire rope, and nothing but wire rope. They didn't want their minds diverted by the problems of making other things -- not even the wire for their wire rope.

They never swerved from this predetermined path; and the second generation is following right in their footsteps. After 61 years there is still nothing to divert talent and skill from those factors that affect the service of wire rope.

Years ago this company developed a super-rope -- the famous Yellow Strand, made of wire specially drawn to our exacting specifications. Now a new method of manufacture makes even that great wire rope better. By preforming the wires and strands to a permanently helical form, Yellow Strand acquires new characteristics -- and a new name.

"Flex-Set" Preformed Yellow Strand is practically pre-broken in. It is limp; easy to handle, install and splice; highly resistant to kinking, drum crushing, fatigue -- properties that produce economically longer life in construction, road building, rotary drilling, lumbering, mining, and in industrial plants.

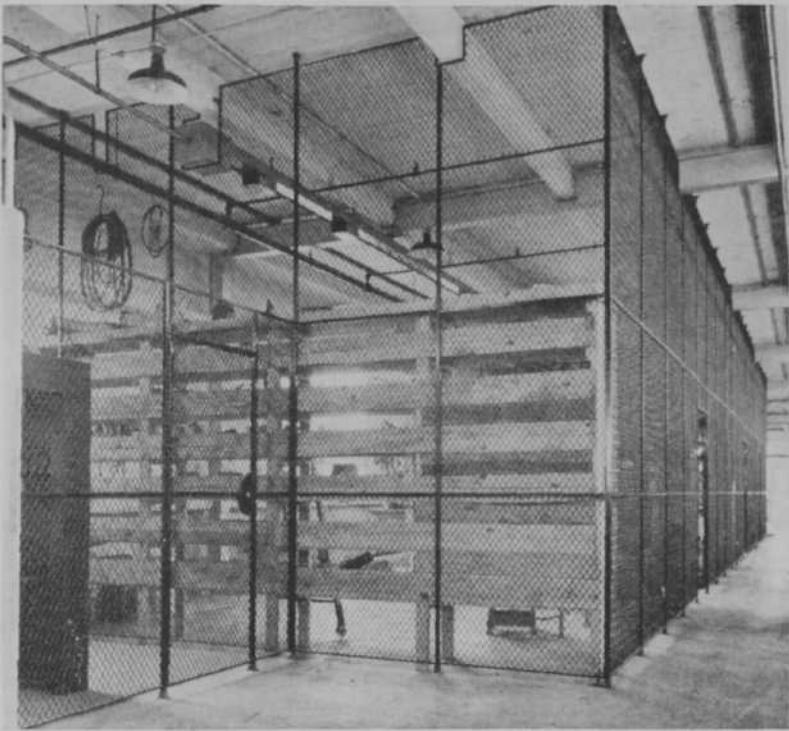
"Flex-Set" Preformed Yellow Strand needs only an opportunity to prove its economy in your operation.

BRODERICK & BASCOM ROPE CO., St. Louis

Branches: New York, Chicago, Seattle, Portland, Houston. Factories: St. Louis, Seattle, Peoria.
Manufacturers of all grades and construction of wire rope, preformed and regular, for every purpose

**"FLEX-SET" PREFORMED
YELLOW STRAND**

How to Protect valuables in your plant or warehouse



**Cyclone partitions provide theft-proof enclosures for all purposes
... easy to erect ... quickly moved from one location to another**

● Cyclone sectional partitions—made by the makers of Cyclone Fence—end the annoying and costly disappearance of stock and other valuables. Being open mesh, they let in light and fresh air. They're easy to erect, and changes can be made quickly. Simply pick up a section, place it in position, and bolt it to adjoining sections.

No refitting or trouble, because all sections are standard size and are punched alike for bolts.

Swing or slide doors—tamper-proof locks—Either swing or sliding doors are available with Cyclone partitions. Locks

are of tumbler type, master keyed, tamper-proof. Fabric is heavy (No. 10) gauge steel wire woven in 1½-inch diamond mesh and securely locked in frame work.

Send coupon—Mail coupon today for complete facts on Cyclone partitions. Find out what these sturdy enclosures can do for you—how they can save you money.

**CYCLONE FENCE CO., General Offices: Waukegan, Ill.
Branches in Principal Cities
Pacific Coast Division: Standard Fence Co., General Offices:
Oakland, Calif.
Export Distributor: United States Steel Products Co.,
New York**

<i>Mail Coupon Today!</i>	
CYCLONE FENCE Co., Dept. 497, Waukegan, Ill. Please mail me, without obligation, further information on Cyclone partitions. Also, facts on Cyclone Fence.	
Name	Address
City	State
I am interested in approximately feet of Cyclone Partitions. Approximately feet of Cyclone Fence.	

U·S·S Cyclone Partitions

UNITED STATES STEEL

profits, the way things are going," I said.

"You get me all wrong. It isn't that I think only of profits. But I feel that the safest course is to keep out of the argument and to stick to business.

"I can't begin, at my age, to become a professor of economics or something like that. I read the Brookings books and Leonard Ayres' letter and Virgil Jordan's speeches and reports. And I get millions of pamphlets and I don't know any more than I did before. What I know, and that nobody can tell me more about than I know myself, is that my business is doing better this year than in six years.

"So I've decided this way. You may be right, Paul. And you may be right, Sok. You both say it's all wrong. O.K. So it's all wrong. But my business is going good. Maybe that's all wrong, too. But I'll stick to it just the same. I can't figure out when it's right or wrong, except by looking at my balance sheet."

Two points of view

WELL, here was a difference of point of view which was fairly irreconcilable. Obviously, Pennypacker and Goard represented two distinct types. Both practical business men, they reason from altogether different premises. Pennypacker is an idealist; Goard a realist. Pennypacker sees business as a social agency of civilization; Goard as a process in which he happens to be engaged. Pennypacker believes that he bears a responsibility for protecting the social-political system which made possible his economic achievements; Goard, with equal sincerity, believes that his responsibility is limited to his stockholders, workers and customers.

I realized that these men were so far apart that they really did not understand each other; yet when they worked together, they had much in common, because actually they were seeking the same ends, but they did not know that their objective was the same. Here was the essence of bewilderment among business men.

I thought I would try to synthesize these divergent ideas by talking about Germany, and Italy and Russia, about the evils of Red and White Fascism.

Pennypacker turned to Goard:

"Well, what do you say to that, Marty?"

"Paul, it's my view that nobody is going to do that in this country. We won't stand for it. But I'm not going to get excited about that, now. We'll handle that problem when it arises."

"But, Marty, you can't handle these things after they once get a toe-hold. Let your government go fascist and, by George, you've got to live with it. Let it go communist and you've got

to live with that. The time to think about these problems is now, when there is still a chance to save this country."

Marty Goard ate some yellow popcorn and rose.

"Paul, you upset me. Here I am making money again and you get me all hot and bothered about what might happen. I'll tell you what I really think. You may laugh at me. But I mean every word I say. When I need an engineer, I get one. When I want a contract written, I hire a lawyer. I'm willing to support all these organizations that dig statistics and publish books, but I'll be damned if I'll let all this stuff you talk about interfere with my business. I suppose you think I'm a fool. But I've got nuts and bolts to think about and I can't think about them and Fascism at the same time."

He was smiling now. We said good night. Paul Pennypacker and I sat for a last round.

Paul continued the conversation:

"You see, we're mixed up. Everything we know to be right and true—doesn't work. And we really don't know what will work."

"I'll tell you what's wrong. Too many of us are just salesmen. The customer is always right, you know. Principles—well, as Marty said, it's too hard to keep the theory and the practice always in line."

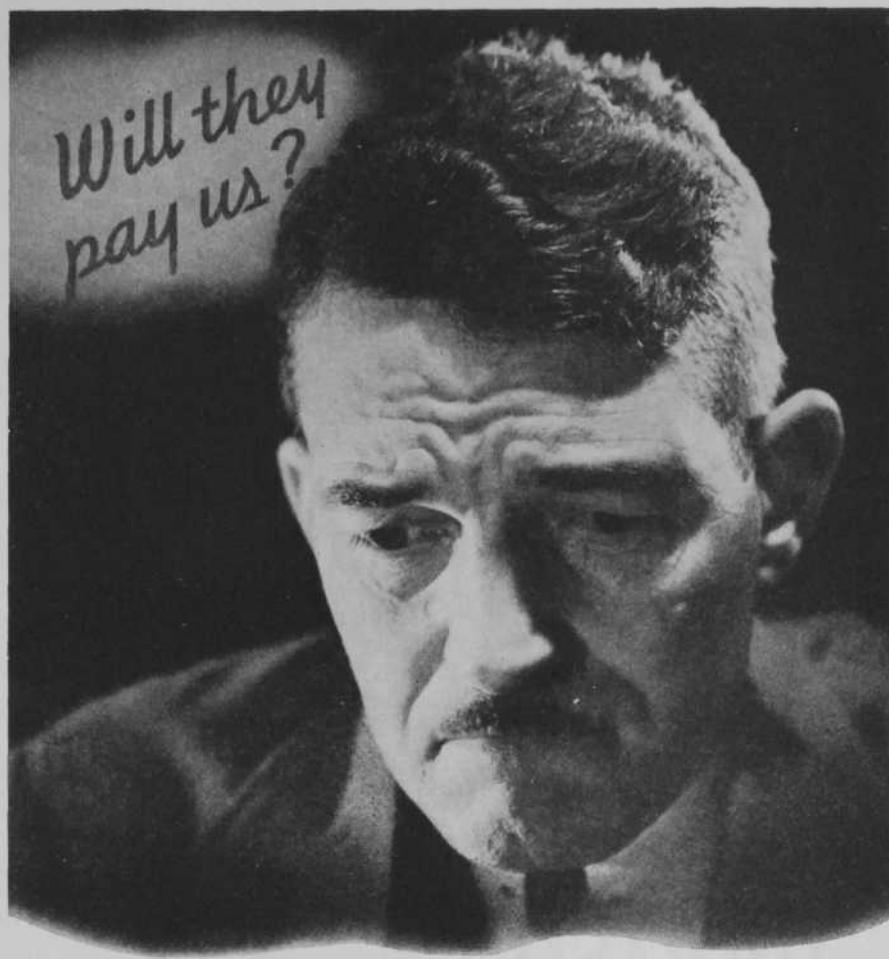
"We'll pull through and I'll tell you why. It's not so much that we deserve to, because if you analyze the position carefully, the American business man plays too close to danger not to be singed by the politicians. But we'll pull through because the sense of well-being is too strong in us."

"Sooner or later the millions of Marty Goards will wake up to what's being done to them—and they'll hit back. Sometimes, I feel that you and I are rotten fighters because we often recognize the futility of action, but fellows like Marty Goard run along with the crowd until they get good and sore. Then they put the same force that pushed them up from the ranks into hitting back at those who would destroy them. When that happens, the Goards of this country won't know any more than they do today what the fight is about, but they will fight just as hard. Maybe the only true fighters are like that. They don't know why they fight except that they do know that it is necessary to fight or be down and out."

"Well, it's been a good argument. Let's do it again some time."

And we said good-night.

Our readers will hear more from the gentlemen mentioned in this article. Next month they will meet Paul Pennypacker's son at a time when the young man is not in his most amiable frame of mind, having just been bailed out of jail for his part in a Communist demonstration.



BUSINESS DOES NOT GROW FROM FURROWS PLOWED BY WORRY

These facts may as well be fearlessly faced: Every sale of goods is a risk. Any debtor may default any time.

"Credit worries" inhibit straight thinking, sound planning, progressive action. The fear of losses paralyzes initiative.

Wise executives control the credit situation instead of letting fear control them. They insure their sales. They know their receivables are worth their full valuation, that capital and profits will not be dissipated in credit losses.

Whether or not insolvencies occur, Credit Insurance pays. It fosters sound selling practices. It improves your own credit standing with your bank.

Some Manufacturers and Jobbers insure all accounts; others insure special groups, or individual debtors, or sales made by one or more branches or subsidiaries. Ask any American Credit representative about these modernized, liberalized policies.

AMERICAN CREDIT INDEMNITY CO.

of New York J. F. McFadden, President
 Chamber of Commerce Building St. Louis, Mo.
 Offices in all principal cities of United States and Canada

**SIMPLICITY
STURDINESS
DURABILITY**

*Ease of Operation
Low Maintenance
Maximum Production*

are profit features of Morrison "Perfection" Wire Stitchers which are made in sizes and capacities to meet the fastening problems of modern business. Wherever two pieces of material must be fastened together consider a Morrison.

HARRIS - SEYBOLD - POTTER - COMPANY
SEYBOLD DIVISION • DAYTON, OHIO

MORRISON



Nearly 500 other banks in the rich 7th Federal Reserve District—great packing firms—railroads—business corporations of practically all kinds and sizes—are among the customers of Live Stock National Bank.

From them, this long-established bank is able to get—and give—a complete and balanced picture of commercial and agricultural activity in the middle west. With more than half our staff engaged in serving out-of-Chicago customers, we are well equipped to keep you in close touch with all middle western factors affecting your business.

The
Live Stock
National **Bank** of Chicago

ESTABLISHED 1868
DAVID H. REIMERS
President

MEMBER FEDERAL DEPOSIT INSURANCE CORPORATION

The Rodent that's Worth More than Gold

(Continued from page 36)
houses of kiln-dried lumber and pens of hardware cloth and wooden framework. These structures have been redesigned and rebuilt many times and the housing experiments are still going on.

About the time when Mr. Chapman's original stock had increased to some 70 animals, news of what he was doing trickled through to Europe.

A syndicate in Switzerland, believing that the Swiss Alps should become the logical domestic production ground for an Andean fur-bearer, subscribed a fund of \$100,000 and sent an agent to California to buy the necessary breeding stock. By this time Mr. Chapman had moved his animals to an experimental camp in the Tehachapi Mountains.

He told the would-be Swiss buyer that he had no chinchillas for sale. Some days later a prospector came to the camp showing great interest in the animals and seeking to make a few snap-shots of them and the camp layout. Mr. Chapman showed him about.

Then one morning he awoke to find that half his chinchillas had mysteriously vanished. It seemed clear to him that the "prospector" had been an accomplice of the Swiss agent or, possibly, the agent himself in disguise. It seemed logical that the agent

had stolen the chinchillas and pocketed the \$100,000.

The police chase led across the Atlantic and into Germany where the stolen chinchillas were located. Having stolen both the animals and the money, the thief obviously had no intention of returning to Switzerland. But when he tried to dispose of 25 or 30 live chinchillas he faced the question:

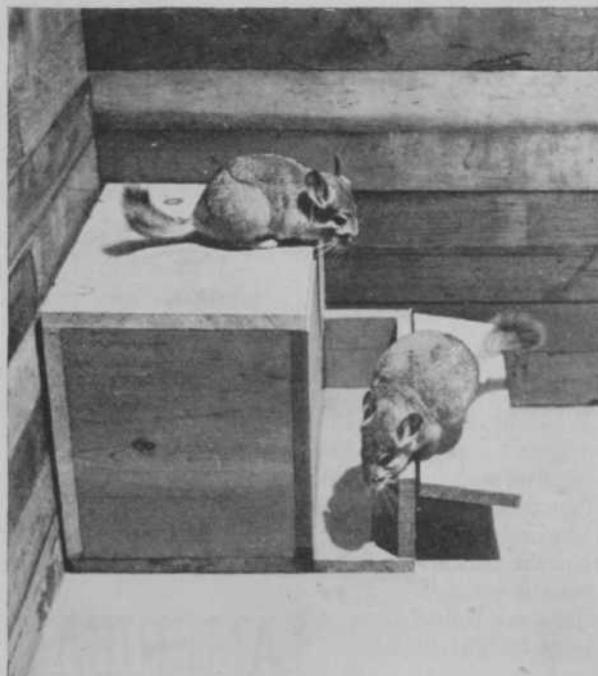
"Where did you get them?"

After delays and expense, the German courts finally decided in Mr. Chapman's favor and turned the chinchillas over to his representatives. But he never saw them again. Photographs of the animals sent to California by a German photographer revealed they had been so poorly cared for that they would be useless. So Mr. Chapman regretfully renounced his claim, pocketed his loss and carried on with the stock the thief had left him. They never caught the thief and the Swiss syndicate never got its money back.

Growing in captivity

THE animals, however, were enough to save the chinchilla from extinction. From the original 11 the herd has increased to about 900 as these lines are written.

The number will probably be 1,200 or thereabouts by the time the print-



When the hinged cover is closed the runway gives the animal the impression it is entering a burrow which was its natural home

ing presses can transfer these words to the pages of NATION'S BUSINESS.

There are also a number of other chinchilla farms in various parts of the United States—in Idaho, Wyoming, Utah, Pennsylvania, Wisconsin and New York, all of them established from breeding stock from the Chapman farm. There are four such farms in Utah. One of the most successful has been that of Mrs. R. E. Hughes, of Idaho Falls, Idaho. She began several years ago with a pair of Chapman chinchillas. Now she has 60, valued at approximately \$100,000! Two other successful breeders are M. E. Barrus, of Afton, Wyoming, and Professor Henry Petersen,² of Cache Valley, Utah.

M. F. Chapman died in December, 1934, at about the time when his enterprise was beginning to look like a gold mine. Mrs. Chapman, who had been his faithful assistant, had passed away a few months earlier. Their son, R. E. Chapman, now carries on. He is the sole owner of most of the chinchillas in the world, his present herd being greater than those of all other farms combined and counting any survivors of the wild stock the foxes may have left in South America.

Many things about the habits of the chinchilla are still not definitely known and probably cannot be determined for at least another 20 or 30 years. However, most of the major problems have been solved for all practical purposes of pelt production although that is still years in the future.

Few coats of chinchilla

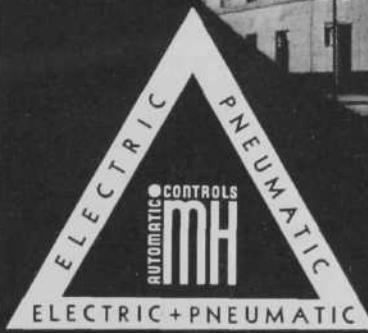
THERE are only about 25 full-length chinchilla coats in the world today. Most of these are reconditioned pelts in the hands of royalty and millionaires, yet they are valued at approximately \$80,000 per garment. While a single, new chinchilla pelt is now worth from \$85 to \$250, depending upon the quality, the Chapman farm has not yet killed an animal for its pelt. Its commercial foundation is rooted in the sale of breeding stock. If you'd like to buy a few chinchillas and go into the business, the Chapman farm will sell you pedigreed pairs, developed by selective breeding, approximately 15 generations removed from the parent wild stock—for \$3,200 a pair. That is not merely the price they ask; it's the price they get for every available pair!

With each pair goes detailed information gathered by two generations of the Chapman family through soul-trying experimentation at an expense of thousands of dollars. But

²(Professor Petersen's organization is known as The Cache Valley Chinchilla Corporation.)

Fact... AUTOMATIC CONTROL Pays for Itself

Only Minneapolis-Honeywell can give you a choice between Electric, Pneumatic, or a combination of Electric and Pneumatic Control.



It's a known fact that Automatic Control pays for itself and that it is the very foundation of any successful heating or air conditioning system. And above all other control systems, Modutrol offers the large building operator a great and unquestioned advantage, impartial selection of the type of control suited to your needs.

A Modutrol Engineer will analyze your problem from the standpoint of whether the Modutrol All Electric System, the Modutrol All Pneumatic System, or the Modutrol Electric-Pneumatic System, a combination of both will serve best.

Minneapolis-Honeywell is the only manufacturer of controls in a position to offer you this impartial advice. The Minneapolis-Honeywell Engineer will not try to "sell you" a system. He will weigh your problem and recommend accordingly. Before you buy controls, ask his advice. It will cost you nothing. Minneapolis-Honeywell Regulator Co., 2923 Fourth Ave. So., Minneapolis, Minnesota.

**MINNEAPOLIS
HONEYWELL**
Modutrol Systems

FOR THE CONTROL OF
LARGE SPACE HEATING

PAGE FENCE



GALVANIZING
.. double thick
.. longer life
.. at no extra cost!

PAGE P-12 galvanized fencing, identified by the label shown above, is covered by the 12-dip Prece Test guarantee, the highest known to the industry. This guarantee applies not only to fabric, but to fittings, top rail and wing-channel posts as well. Specify PAGE P-12 fencing for double-thick galvanizing, longer fence life —at no extra cost.

5 Superior Fence Metals

PAGE FENCE is offered in 5 superior metals to meet every condition in fencing—Page P-12 Copper-bearing Steel, Page-Armco Ingot Iron, Page-Alcoa Aluminum, Page-Allegheny Stainless Steel and Page genuine Wrought Iron.

92 Association Members

92 Page Fence Distributors with complete responsibility in fence erection service, estimates and consultation are located conveniently throughout the United States—associated to serve you wherever you are.

Fence Facts Free

Your inquiry directed to any one of the offices listed below will bring illustrated information and name of Page Fence expert nearest you.



Page Fence is a product of the Page Steel & Wire Division of American Chain & Cable Company, Inc.

PAGE FENCE ASSOCIATION

Bridgeport, Connecticut

NEW YORK PITTSBURGH ATLANTA
CHICAGO SAN FRANCISCO

America's First Wire Fence — Since 1883

C The cost of advertising in NATION'S BUSINESS is surprisingly low!

that isn't all. They'll stand back of your purchase with all sorts of personal service—even to sending their own private chinchilla doctor from California to any point in the continental United States if your chinchillas get sick and such service seems necessary.

The average life span of the chinchilla has yet to be determined, but there is every indication that it is probably 35 to 40 years. The period of young bearing fertility is likewise unknown, but it is apparently 20 to 25 years. This seems to be indicated by the fact that one female in the Chapman herd is now the mother of 18 litters, while an old "buck" chinchilla, known to be 20 years old is still rendering stud service.

The average litter of a female chinchilla is two—any number from one to four. In their native habitats chinchillas breed only once each year, but in the mild climate of Southern California, the Chapman animals bear twice and sometimes three times a year.

This increase in the birth rate by acclimatization in a mild climate is one of the reasons for having located the farm near Los Angeles.

Cold climate helps pelts

A CHINCHILLA reaches adult life in approximately 18 months. The fur of an animal raised in the coastal lowlands of California is not as heavy or as valuable as the fur of one raised in a colder climate but that is of scant importance at present. Meanwhile, the Chapman experimental farm in Big Bear Valley, high up in the San Bernardino Mountains, where near-zero winter temperatures prevail, has proved that putting a heavy coat on a chinchilla raised in the warm lowlands, involves nothing more complicated than moving the animal to a cold climate for several months.

From these observations R. E. Chapman visualizes the day when fur farms will speed production by centering their breeding activities in Florida, Southern California and the Gulf states, operating in conjunction with "pelting farms" in Maine, Montana, perhaps Alaska.

Chinchillas are monogamists and a pair once mated remain mated for life. As they are nocturnal creatures, the babies are born with their eyes open. They are exceptionally large at birth compared with the size of the adults. An average adult will weigh about 20 ounces. The new-born young are two to three inches in length and will weigh, perhaps, one or 1½ ounces each.

There is almost no period of helpless infancy. The babies are up and scampering around soon after they

draw their first breath. Papa Chinchilla is a proud little gentleman who tenderly assists his mate in her maternal duties.

The chinchilla is an exceptionally clean animal, odorless and immune from vermin.

At the Chapman farm, everything moves with the efficiency and precision of a medical research laboratory. On a tract of two to three acres, behind tall, woven-wire fences, are 24 structural units divided into 541 chinchilla pens. Cement sidewalks lead to the door of each pen, and no one, employee or visitor, is permitted to enter a pen without disinfecting his shoes in a special chemical box in front of each door. All work such as pen cleaning, feeding, inspection, is carried out on prescribed schedules.

Food is carefully weighed or measured. Whole corn, chopped alfalfa and rolled oats are now the staple diet, with supplementary feedings of fresh vegetables, raisins, nuts, orange juice, and cod liver oil.

Each animal is also provided with a block of wood which seems to satisfy the rodent fondness for gnawing things.

If a chinchilla gets sick, he is taken immediately to the farm's isolation hospital. An animal in need of surgical attention receives it promptly. An associate of the Chapman farm staff is Dr. Hylan Keagy who by several years of intensive study and practice has become the only veterinarian on earth qualified to call himself "a chinchilla specialist."

Thus far no serious chinchilla diseases have appeared. Sporadic surgical cases are usually of an obstetrical nature or the result of injuries. Some minor dental attention has occasionally been found necessary for the chinchilla that breaks a tooth or whose gnawing incisors have grown too fast for the easy domestic life to wear them down.

Many of the chinchillas are as playful as kittens and as docile as pet rabbits.

Although they would be capable of inflicting a serious bite, they will submit to being petted and handled by strangers.

They kill all snakes

IN SPITE of this docility, chinchillas are natural snake killers. This was noted some years ago by the late Mr. Chapman during the life of the experimental camp in the Tehachapi Mountains. Numerous rattlesnakes seemed to be attracted to the camp with the mistaken idea that the chinchillas were rabbits or other small rodents. Every snake ever known to visit the camp was found next morn-

ing, dead from a single thrust of a chinchilla's gnawing incisors through the vertebra and spinal cord just behind the head.

There are no rattlesnakes near Inglewood, but the coastal lowlands are well populated with the large, harmless, California gopher snakes. A big gopher snake would undoubtedly consider an adult chinchilla a tempting meal. But it's always a bad night for any snake that gets such an idea.

The future of the Chapman enterprise appears to be certain. It will be years before there are enough pelts to make full-length coats for all the royalty and millionaires' wives who could afford to buy them at \$80,000 each.

A large market available

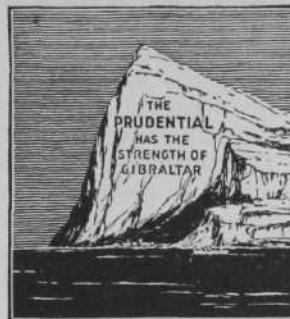
SUPPOSE domestic production should increase, in ten years, let us say, to bring the cost of a coat down to \$40,000? That would create at least four times the number of persons who could afford them. Get them down to \$500 and a lot of stenographers will be wearing them. It costs about \$1.50 to board a pair of chinchillas for a year.

Obviously then, for many a year to come there lies but a single accomplishment between the chinchilla breeder and enormous profits. That accomplishment is the raising of chinchillas.

In the halcyon days of the chinchilla fur industry in South America it was practically impossible for hunters and trappers to operate during the winter in altitudes of from 11,000 to 16,000 feet. The Indians who did the hunting and trapping had no feet or stomachs for such Antarctic conditions. Thus, all hunting and trapping were done in the summer. Therefore, according to Mr. Chapman, furriers who consider themselves expert appraisers of chinchilla furs know only summer pelts and are strangers to anything that might be called a prime No. 1 of winter quality. Animals raised in captivity by selective breeding produce a better pelt even in the balmy climate of Southern California than anything that ever came off of a wild chinchilla.

Those raised by Mrs. R. E. Hughes, in Idaho, show winter coats of a quality such as the fur trade has never known. The domestic production of such winter pelts coupled with further improvements now known to be attainable, therefore, promises to produce a chinchilla fur more beautiful, more popular, and at lower prices.

God willing, and thanks to the pioneers, my wife may some day be wearing a chinchilla coat!



To ease the mind

Definitely arranging a life insurance program relieves the mind of a good deal of troubling doubt about the future of self and family.

Our Man in Your Town
will gladly offer
suggestions

THE PRUDENTIAL INSURANCE COMPANY OF AMERICA

EDWARD D. DUFFIELD, PRESIDENT

HOME OFFICE: NEWARK, N. J.

Kimpak
REG. U. S. PAT. OFF. &
REG. IN CANADA

CREPE WADDING

Protects America's
"Best Sellers"
against shipping
damage

ANOTHER BEST SELLER
PROTECTED BY KIMPAC

The Carbopundum Company uses KIMPAC, pictured above, to protect its display file from shipping damage to itself and other boxed files.

- Will your product look "factory-new" on the retail sales floor? When you pack with KIMPAC, you're sure that goods arrive — ready for the spotlight position on display floor or counter.

KIMPAC is the economical modern packing material that comes in sizes and thick-

nesses to protect every type of merchandise. KIMPAC is clean, snowy-white, light, absorbent, flexible, and as easy to use as a piece of string. To learn how KIMPAC can solve your shipping problems, just write us for free portfolio of samples. Please address nearest office on your letterhead.

KIMBERLY-CLARK CORPORATION, Neenah, Wisconsin

Sales Offices: 8 S. Michigan Ave., Chicago; 122 E. 42nd St., New York City; 510 W. 6th St., Los Angeles

The Mother Hive

(Continued from page 22)
er-cell whose lid pulsated, as the bee within began to cut its way out.

"Come along, precious!" she murmured, and thinned the frail top from the other side. A pale, damp, creased thing hoisted itself feebly on to the comb. Sacharissa's note changed at once. "No time to waste! Go up the frame and preen yourself!" she said. "Report for nursing-duty in my ward to-morrow evening at six. Stop a minute. What's the matter with your third right leg?"

The young bee held it out in silence—unmistakably a drone leg incapable of packing pollen.

"Thank you. You needn't report till the day after tomorrow." Sacharissa turned to her companion. "That's the fifth oddity hatched in my ward since noon. I don't like it."

Too many "oddities"

"THERE'S always a certain number of 'em," said Melissa. "You can't stop a few working sisters from laying, now and then, when they overfeed themselves. They only raise dwarf drones."

"But we're hatching out drones with workers' stomachs; workers with drones' stomachs; and albinos and mixed-leggers who can't pack pollen—like that poor little beast yonder. I don't mind dwarf drones any more than you do (they all die in July), but this steady batch of oddities frightens me, Melissa!"

"How narrow of you! They are all so delightfully clever and unusual and interesting," piped the Wax-moth from a crack above them. "Come here, you dear, downy duck, and tell us all about your feelings."

"I wish she'd go!" Sacharissa lowered her voice. "She meets these—er—oddities as they dry out, and cuddles 'em in corners."

"I suppose the truth is that we're over-stocked and too well fed to swarm," said Melissa.

"That is the truth," said the Queen's voice behind them. They had not heard the heavy royal footfall which sets empty cells vibrating. Sacharissa offered her food at once. She ate and dragged her weary body forward. "Can you suggest a remedy?" she said.

"New principles!" cried the Wax-moth from her crevice. "We'll apply them quietly—later."

"Suppose we sent out a swarm?" Melissa suggested. "It's a little late, but it might ease us off."

"It would save us, but—I know the Hive! You shall see for yourself." The old Queen cried the Swarming Cry, which to a bee of good blood should be what the trumpet was to Job's war-horse. In spite of her immense age (three years), it rang between the canon-like frames as a pibroch rings in a mountain pass; the fanners changed their note, and repeated it up in every gallery; and the broad-winged drones, burly and eager, ended it on one nerve-thrilling outbreak of bugles: "*La Reine le veult! Swarm! Swarm! Swar-r-rm!*"

But the roar which should follow the Call was wanting. They heard a broken grumble like the murmur of a falling tide.

"Swarm? What for? Catch me leaving a good bar-frame Hive, with fixed foundations, for a rotten old oak out in the open where it may rain any minute! We're all right! It's a 'Patent Guaranteed Hive.' Why do they want to turn us out? Swarming be gummed! Swarming was invented to cheat a worker out of her proper comforts. Come on off to bed!"

The noise died out as the bees settled in empty cells for the night.

"You hear?" said the Queen. "I know the Hive!"

"Quite between ourselves, I taught them that," cried the Wax-moth. "Wait till my principles develop, and you'll see the light from a new quarter."

The end of the hive

"YOU speak truth for once," the Queen said suddenly, for she recognized the Wax-moth. "That Light will break into the top of the Hive. A Hot Smoke will follow it, and your children will not be able to hide in any crevice."

"Is it possible?" Melissa whispered. "I—we have sometimes heard a legend like it."

"It is no legend," the old Queen answered. "I had it from my mother, and she had it from hers. After the Wax-moth has grown strong, a Shadow will fall across the gate; a Voice will speak from behind a Veil; there will be Light, and Hot Smoke, and earthquakes, and those who live will see everything that they have done, all together in one place, burned up

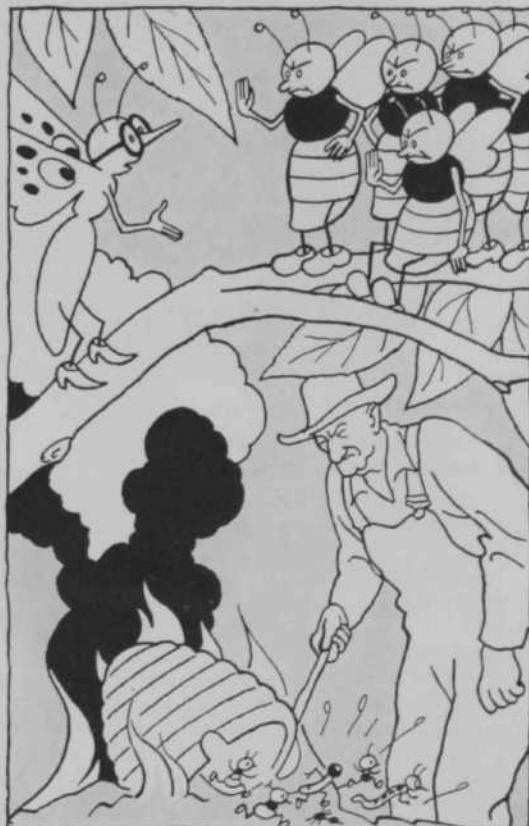
in one great fire." The old Queen was trying to tell what she had been told of the Bee Master's dealings with an infected hive in the apiary, two or three seasons ago; and, of course, from her point of view the affair was as important as the Day of Judgment.

"And then?" asked horrified Sacharissa.

"Then, I have heard that a little light will burn in a great darkness, and perhaps the world will begin again. Myself, I think not."

"Tut! Tut!" the Wax-moth cried. "You good, fat people always prophesy ruin if things don't go exactly your way. But I grant you there will be changes."

There were. When her eggs hatched, the wax was riddled with little tunnels, coated with the dirty clothes of the caterpillars. Flannelly lines ran through the honey-stores, the pollen-larders, the foundations, and, worst of all, through the babies in their cradles, till the Sweeper Guards spent half their time tossing out useless little corpses. The lines ended in a maze of sticky webbing on the face of the comb. The caterpillars could



"No, the mistake was ours. Our stock was not strong. So you came as any other disease might have come."

America's favorite moment *the pause that refreshes*



The pause that refreshes...and cools! That's what you'll find at the soda fountain when you raise an ice-cold Coca-Cola to your lips.



From one soda fountain in 1886 to "around the corner from anywhere" ... because everybody welcomes ice-cold Coca-Cola.

Coca-Cola

TRADE MARK
REG. U. S. PAT. OFF.



The thrill of the soda fountain you knew as a child is still there...always there...in the life and sparkle of ice-cold Coca-Cola.

A NEW SPARE TIME TRAINING

for the Alert Business Man

Recent changes in business demand for the executive new business equipment—not only the methods and procedure and knowledge effective today but those essential to meet further changes and developments. The 1937 LaSalle training meets these 1937 requirements—equips you to deal with things as they are and are to be—not as they "used to be." You should know about this modern authoritative home study training—available for the executive who wants to earn more by knowing more—who wants a future instead of a question mark—who wishes to compel larger success.

Tell us the branch of specialized training which appeals to you—whether accountancy, business management, traffic management, law, etc.—which business field you are interested in. The complete information will come to you immediately and without cost or obligation.

LaSalle Extension adult business training

LASALLE EXTENSION Dept. 9374-R Michigan Ave. at Forty-First St., Chicago
Kindly send me full information about your training in

(Here indicate the field of business in which you are interested)

Name.....

Address.....

BUSINESS IN WASHINGTON

Facilitate contacts . . . enjoy prestige . . . command luxury in
The Residence of Presidents.
H. P. Somerville, Managing Director.

The WILLARD HOTEL

GOVERNMENT RESEARCH AND STATISTICS Departmental and Congressional inquiries through personal contacts. Data also compiled from other authoritative sources. Abstracts made. No inquiry too small to receive careful attention. Rates on Request.

NATIONAL RESEARCH AND STATISTICAL SERVICE Suite 110—1514 Seventeenth Street, N.W., Washington, D.C.

not stop spinning as they walked, and as they walked everywhere, they swarmed and garmed everything.

Even where it did not hamper the bees' feet, the stale, sour smell of the stuff put them off their work; though some of the bees who had taken to egg-laying said it encouraged them to be mothers and maintain a vital interest in life.

When the caterpillars became moths, they made friends with the ever-increasing Oddities—albinos, mixed-leggers, single-eyed composites, faceless drones, half-queens and laying sisters; and the ever-dwindling band of the old stock worked themselves bald and fray-winged to feed their queer charges. Most of the Oddities would not, and many, on account of their malformations, could not, go through a day's field-work; but the Wax-moths, who were always busy on the brood-comb, found pleasant home occupations for them. One Albino, for instance, divided the number of pounds of honey in stock by the number of bees in the Hive, and proved that if every bee only gathered honey for seven and three-quarters minutes a day, she would have the rest of the time to herself, and could accompany the drones on their mating flights. The drones were not at all pleased.

Experiments with new forms

ANOTHER, an eyeless drone with no feelers, said that all brood-cells should be perfect circles, so as not to interfere with the grub or the workers. He proved that the old six-sided cell was solely due to the workers building against each other on opposite sides of the wall, and that if there were no interference, there would be no angles. Some bees tried the new plan for a while, and found it cost eight times more wax than the old six-sided specification; and, as they never allowed a cluster to hang up and make wax in peace, real wax was scarce.

However, they eked out their task with varnish stolen from new coffins at funerals, and it made them rather sick. Then they took to cadging round sugar-factories and breweries, because it was easiest to get their material from those places, and the mixture of glucose and beer naturally fermented in store and blew the store-cells out of shape, besides smelling abominably. Some of the sound bees warned them that ill-gotten gains never prosper, but the Oddities at once surrounded them and balled them to death. That was a punishment they were almost as fond of as they were of eating, and they expected the sound bees to feed them. Curiously enough the age-old instinct

of loyalty and devotion towards the Hive made the sound bees do this, though their reason told them they ought to slip away and unite with some other healthy stock in the apiary.

"What about seven and three-quarters minutes' work now?" said Melissa one day as she came in. "I've been at it for five hours, and I've only half a load."

"Oh, the Hive subsists on the Hival Honey which the Hive produces," said a Blind Oddity squatting in a store-cell.

"But honey is gathered from flowers outside—two miles away sometimes," cried Melissa.

New theories of production

"PARDON me," said the blind thing, sucking hard. "But this is the Hive, is it not?"

"It was. Worse luck, it is."

"And the Hival Honey is here, is it not?" It opened a fresh store-cell to prove it.

"Ye-es, but it won't be long at this rate," said Melissa.

"The rates have nothing to do with it. This Hive produces the Hival Honey. You people never seem to grasp the economic simplicity that underlies all life."

"Oh, me!" said poor Melissa, "haven't you ever been beyond the Gate?"

"Certainly not. A fool's eyes are in the ends of the earth. Mine are in my head." It gorged till it bloated.

Melissa took refuge in her poorly paid field-work and told Sacharissa the story.

"Hut!" said that wise bee, fretting with an old maid of a thistle. "Tell us something new. The Hive's full of such as him—it, I mean."

"What's the end to be? All the honey going out and none coming in. Things can't last this way!" said Melissa.

"Who cares?" said Sacharissa. "I know now how drones feel the day before they're killed. A short life and a merry one for me."

"If it only were merry! But think of those awful, solemn, lop-sided Oddities waiting for us at home—crawling and clambering and preaching—and dirtying things in the dark."

"I don't mind that so much as their silly songs, after we've fed 'em, all about 'work among the merry, merry blossoms,'" said Sacharissa from the depths of a stale Canterbury bell.

"I do. How's our Queen?" said Melissa.

"Cheerfully hopeless, as usual. But she lays an egg now and then."

"Does she so?" Melissa backed out of the next bell with a jerk. "Suppose

now, we sound workers tried to raise a Princess in some clean corner?"

"You'd be put to it to find one. The Hive's all Wax-moth and muckings. But—well?"

"A Princess might help us in the time of the Voice behind the Veil that the Queen talks of. And anything is better than working for Oddities that chirrup about work that they can't do, and waste what we bring home."

"Who cares?" said Sacharissa. "I'm with you, for the fun of it. The Oddities would ball us to death, if they knew. Come home, and we'll begin."

THERE is no room to tell how the experienced Melissa found a far-off frame so messed and mishandled by abandoned cell-building experiments that, for very shame, the bees never went there. How in that ruin she blocked out a Royal Cell of sound wax, but disguised by rubbish till it looked like a kopje among deserted kopjes. How she prevailed upon the hopeless Queen to make one last effort and lay a worthy egg. How the Queen obeyed and died. How her spent carcass was flung out on the rubbish heap, and how a multitude of laying sisters went about dropping drone-eggs where they listed, and said there was no more need of Queens. How, covered by this confusion, Sacharissa educated certain young bees to educate certain newborn bees in the almost lost art of making Royal Jelly. How the nectar for it was won out of hours in the teeth of chill winds. How the hidden egg hatched true—no drone, but Blood Royal. How it was capped, and how desperately they worked to feed and double-feed the now swarming Oddities, lest any break in the food-supplies should set them to instituting inquiries, which, with songs about work, was their favourite amusement. How in an auspicious hour, on a moonless night, the Princess came forth—a Princess indeed, and how Melissa smuggled her into a dark empty honey-magazine, to bide her time; and how the drones, knowing she was there, went about singing the deep disreputable love-songs of the old days—to the scandal of the laying sisters, who do not think well of drones.

These things are written in the Book of Queens, which is laid up in the hollow of the Great Ash Ygdrasil.

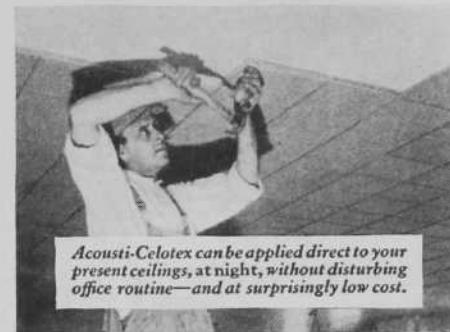
After a few days the weather changed again and became glorious. Even the Oddities would now join the crowd that hung out on the alighting-board, and would sing of work among the merry, merry blossoms till an untrained ear might have received it for the hum of a

BOMBING YOUR OFFICE WOULD COST YOU LESS THAN NOISE!



A BOMBING would be a minor disaster, compared to the damage done in your office every day by ordinary noise. Because routine sounds cause needless fatigue, errors, loss of time—waste an average of 10% of your year's payroll—and this loss can never be repaid!

Thousands of companies have ended such loss with Acousti-Celotex—and report surprising reductions in errors, absences and employee turnover—better work—and increased production. You can get the same results . . .



Acousti-Celotex can be applied direct to your present ceilings, at night, without disturbing office routine—and at surprisingly low cost.



The patented perforations trap and smother noise—improve working conditions amazingly. And these benefits are permanent.



Acousti-Celotex can be cleaned to renew light-reflection until painting is needed, and painted with ordinary paint without loss of efficiency.

For Further Facts—and
FREE Estimates—Use
the Coupon

ACOUSTI-CELOTEX
SAYS "Hush" TO NOISE



PAINTABLE PERMANENT
ACOUSTI-CELOTEX

TRADE MARK REGISTERED

U. S. PATENT OFFICE

Other Celotex Acoustical Products
CALICEL CALISTONE ABSORBEX VIBRAFRAM (formerly Heerwagen Tile)
Sales Distributors throughout the World

THE CELOTEX CORPORATION

919 N. Michigan Ave., Chicago, Ill.

Please send free copy of "Noise."

Have a Celotex expert make a free survey and give recommendations and cost of quieting our offices.

NB 9-37

Name _____
Company _____
Address _____
City _____ County _____ State _____

NATION-WIDE AIR EXPRESS - FASTEST!

2500 miles overnight by super-swift AIR EXPRESS Nation-wide air and air-rail service—also to Latin America, Honolulu and The Far East. For rates, schedules 'phone AIR EXPRESS Division, RAILWAY EXPRESS.

AIR EXPRESS
DIVISION
RAILWAY EXPRESS
AGENCY, INC.
EXPRESS Division, RAILWAY EXPRESS.



Stewart Non-Climbable Chain Link Wire Fence, famous for all Beam Construction throughout and unbreakable Line Posts with integral (one piece) Extension Arms, is the heaviest and strongest construction on the market, giving maximum property protection, longest life and greatest value per dollar. Catalog showing exclusive Stewart structural advantages on request. Sales and Erection Service in all principal cities. Write your name and address on the margin, tear it off, and mail to

The STEWART IRON WORKS CO., Inc.
415 Stewart Block Cincinnati, Ohio

Stewart IRON and WIRE FENCES

World's Greatest Fence Builders Since 1886

working hive. Yet, in truth, their store-honey had been eaten long ago. They lived from day to day on the efforts of the few sound bees, while the Wax-moth fretted and consumed again their already ruined wax. But the sound bees never mentioned these matters. They knew, if they did, the Oddities would hold a meeting and ball them to death.

"Now you see what we have done," said the Wax-moths. "We have created New Material, a New Convention, a New Type, as we said we would."

"And new possibilities for us," said the laying sisters gratefully. "You have given us a new life's work, vital and paramount."

A new social order

"MORE than that," chanted the Oddities in the sunshine; "you have created a new heaven and a new earth. Heaven, cloudless and accessible" (it was a perfect August evening) "and Earth teeming with the merry, merry blossoms, waiting only our honest toil to turn them all to good. The—er—Aster, and the Crocus, and the—er—Ladies' Smock in her season, the Chrysanthemum after her kind, and the Guelder Rose bringing forth abundantly withal."

"Oh, Holy Hymettus!" said Melissa, awestruck. "I knew they didn't know how honey was made, but they've forgotten the Order of the Flowers! What will become of them?"

A Shadow fell across the alighting-board as the Bee Master and his son came by. The Oddities crawled in and a Voice behind a Veil said: "I've neglected the old Hive too long. Give me the smoker."

Melissa heard and darted through the gate. "Come, oh come!" she cried. "It is the destruction the Old Queen foretold. Princess, come!"

"Really, you are too archaic for words," said an Oddity in an alleyway. "A cloud, I admit, may have crossed the sun; but why hysterics? Above all, why Princesses so late in the day? Are you aware it's the Hival Tea-time? Let's sing grace."

Melissa clawed past him with all six legs. Sacharissa had run to what was left of the fertile brood-comb. "Down and out!" she called across the brown breadth of it. "Nurses, guards, fanners, sweepers—out! Never mind the babies. They're better dead. Out, before the Light and the Hot Smoke!"

The Princess's first clear fearless call (Melissa had found her) rose and drummed through all the frames. "La Reine le veult! Swarm! Swarm! Swar-r-rm!"

The Hive shook beneath the shat-

tering thunder of a stuck-down quilt being torn back.

"Don't be alarmed, dears," said the Wax-moths. "That's our work. Look up, and you'll see the dawn of the New Day."

Light broke in the top of the hive as the Queen had prophesied—naked light on the boiling, bewildered bees.

Sacharissa rounded up her rear-guard, which dropped headlong off the frame, and joined the Princess's detachment thrusting toward the Gate.

Now panic was in full blast, and each sound bee found herself embraced by at least three Oddities. The first instinct of a frightened bee is to break into the stores and gorge herself with honey; but there were no stores left, so the Oddities fought the sound bees.

"You must feed us, or we shall die!" they cried, holding and clutching and slipping, while the silent scared earwigs and little spiders twisted between their legs. "Think of the Hive, traitors! The Holy Hive!"

"You should have thought before!" cried the sound bees. "Stay and see the dawn of your New Day." They reached the Gate at last over the soft bodies of many to whom they had ministered.

"On! Out! Up!" roared Melissa in the Princess's ear. "For the Hive's sake! To the Old Oak!"

The Princess left the alighting-board, circled once, flung herself at the lowest branch of the Old Oak, and her little loyal swarm—you could have covered it with a pint mug—followed, hooked, and hung.

"Hold close!" Melissa gasped. "The old legends have come true! Look!"

When stock becomes weak

THE Hive was half hidden by smoke, and Figures moved through the smoke. They heard a frame crack stickily, saw it heaved high and twirled round between enormous hands—a blotched, bulged, and perished horror of grey wax, corrupt brood, and small drone-cells, all covered with crawling Oddities, strange to the sun.

"Why, this isn't a hive! This is a museum of curiosities," said the Voice behind the Veil. It was only the Bee Master talking to his son.

"Can you blame 'em, father?" said a second voice. "It's rotten with Wax-moth. See here!"

Another frame came up. A finger poked through it, and it broke away in rustling flakes of ashy rotteness.

"Number Four Frame! That was your mother's pet comb once," whispered Melissa to the Princess.

"Many's the good egg I've watched her lay there."

"Aren't you confusing *post hoc* with *propter hoc*?" said the Bee Master. "Wax-moth only succeed when weak bees let them in." A third frame crackled and rose into the light. "All this is full of laying workers' brood. That never happens till the stock's weakened. Phew!"

He beat it on his knee like a tambourine, and it also crumbled to pieces.

The little swarm shivered as they watched the dwarf drone-grubs squirm feebly on the grass. Many sound bees had nursed on that frame, well knowing their work was useless; but the actual sight of even useless work destroyed disheartens a good worker.

"No, they have some recuperative power left," said the second voice. "Here's a Queen cell!"

Experiments in housing

"BUT it's tucked away among—What on earth *has* come to the little wretches? They seem to have lost the instinct of cell-building." The father held up the frame where the bees had experimented in circular cell-work. It looked like the pitted head of a decaying toadstool.

"Not altogether," the son corrected. "There's one line, at least, of perfectly good cells."

"My work," said Sacharissa to herself. "I'm glad Man does me justice before—"

That frame, too, was smashed out and thrown atop of the others and the foul earwiggy quilts.

As frame after frame followed it, the swarm beheld the upheaval, exposure, and destruction of all that had been well or ill done in every cranny of their Hive for generations past. There was black comb so old that they had forgotten where it hung; orange, buff, and ochre-varnished store-comb, built as bees were used to build before the days of artificial foundations; and there was a little, white, frail new work. There were sheets on sheets of level, even brood-comb that had held in its time unnumbered thousands of unnamed workers; patches of obsolete drone-comb, broad and high-shouldered, showing to what marks the male grub was expected to grow; and two-inch deep honey-magazines, empty, but still magnificent, the whole gummed and glued into twisted scrap-work, awry on the wires; half-cells, beginnings abandoned, or grandiose, weak-walled, composite cells pieced out with rubbish and capped with dirt.

Good or bad, every inch of it was so riddled by the tunnels of the Wax-

"...This is the most helpful Book on record paper values we have ever seen!"



This booklet will eliminate guesswork from your specifications for important record books, documents and stationery. It will help you select papers of *utmost* value, maximum service and genuine economy at no extra cost—perhaps at a real saving.

Every executive should have a copy of this valuable booklet. It will be sent to you without cost or obligation.

L.L.BROWN
RECORD and
CORRESPONDENCE
PAPERS

Tulsa Prefers

Frick MADE IN U.S.A.

Refrigeration
For Air Conditioning

And proves it with this array of fine buildings, recently Frick-equipped.

These jobs include several "firsts" in Tulsa, also the largest air conditioning contract ever let in the Southwest, requiring over 1000 tons of refrigeration.

Get literature and prices now on Frick Refrigeration to meet your needs.

DEPENDABLE REFRIGERATION SINCE 1882

FRICK Co. WAYNESBORO, PENNA. U.S.A.

 This block contains an advertisement for Frick Refrigeration. It features a central graphic of a city skyline with various buildings labeled. The buildings include the Hill Tower, Palace Bldg., Hotel Tulsa, Richards Chemical Co., International Supply Co., and numerous residences. Above the skyline, there is text about Tulsa preferring Frick refrigeration for air conditioning. The Frick logo is prominently displayed, along with the company name and address.

BE WISE...ALKALIZE!

An Alka-Seltzer tablet in a glass of water makes a pleasant-tasting alkalinizing solution. You drink it and it does two important things. First, it brings quick, welcome relief from your discomfort—and then because it is also alkalinizing in its nature, Alka-Seltzer helps correct the cause of the trouble when associated with on excess acid condition.

TUNE IN
INTERNATIONAL
BARN DANCE
SATURDAY NIGHT
NBC NETWORK

AT ALL DRUGGISTS
30¢-GO¢
SLIGHTLY HIGHER
IN CANADA

SURE THING! AN ALKA-SELTZER FIXED ME UP ALL RIGHT.

YOU MEAN TO SAY YOU FEEL O.K. AFTER SUCH A NIGHT?

MORNING AFTER

THAT'S THE SYSTEM, SIDNEY. YOU'LL SOON BE FEELING FIT.

BRING ME AN ALKA-SELTZER. MY HEAD'S ABOUT TO SPLIT.

HEADACHE

BE WISE! TAKE ALKA-SELTZER AND GIVE A TREAT. SELF A TREAT.

I LIKE YOUR PICNIC LUNCHES, BUT I ALWAYS OVER-EAT

UPSET STOMACH

Can Commercial Banking Continue?

Will loans or investments be principal source of future bank earnings?

Is branch banking ahead?

What are the probable changes for the future of the banking business?

Read article by
B. H. McCormack in
OCTOBER

NATION'S BUSINESS

moth that it broke in clouds of dust as it was flung on the heap.

"Oh, see!" cried Sacharissa. "The Great Burning that Our Queen foretold. Who can bear to look?"

A flame crawled up the pile of rubbish, and they smelt singeing wax.

The Figures stooped, lifted the Hive and shook it upside down over the pyre. A cascade of Oddities, chips of broken comb, scale, fluff, and grubs slid out, crackled, sizzled, popped a little, and then the flames roared up and consumed all that fuel.

"We must disinfect," said a Voice. "Get me a sulphur-candle, please."

The shell of the Hive was returned to its place, a light was set in its sticky emptiness, tier by tier the Figures built it up, closed the entrance, and went away. The swarm watched the light leaking through the cracks all the long night. At dawn one Wax-

moth came by, fluttering impudently.

"There has been a miscalculation about the New Day, my dears," she began; "one can't expect people to be perfect all at once. That was our mistake."

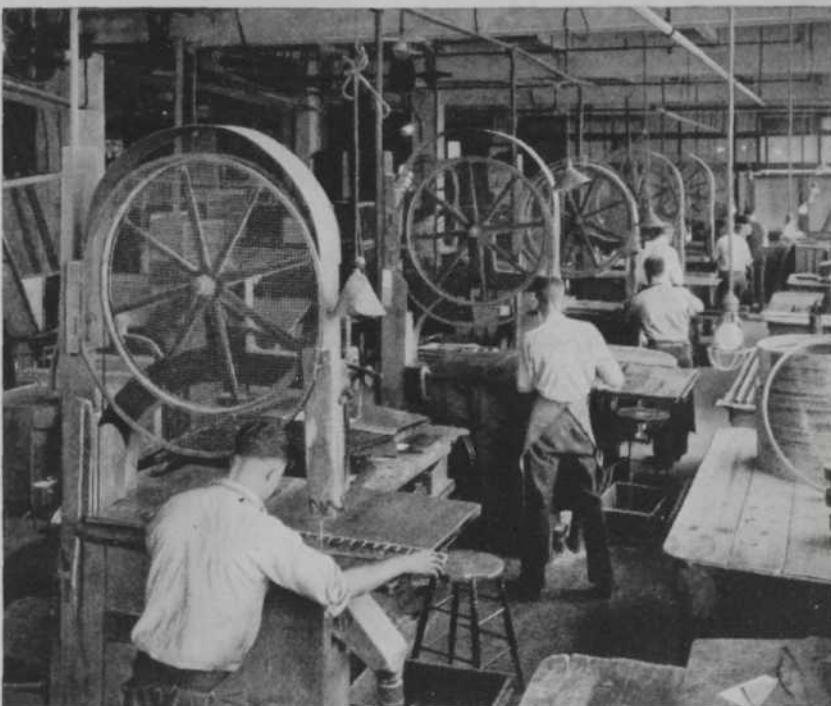
"No, the mistake was entirely ours," said the Princess.

"Pardon me," said the Wax-moth. "When you think of the enormous upheaval—call it good or bad—which our influence brought about, you will admit that we, and we alone—"

"You?" said the Princess. "Our stock was not strong. So you came—as any other disease might have come. Hang close, all my people."

When the sun rose, Veiled Figures came down, and saw their swarm at the bough's end waiting patiently within sight of the old Hive—a handful, but prepared to go on.

BELLRINGERS



Training for Safety

SEVEN consecutive years without any lost-time accidents is the remarkable achievement of the Mica Insulator Company of Schenectady, New York. This record of management in providing all possible security against accident for its employees is all the more notable in view of the semi-hazardous nature of the manufacturing operations and the volatile and harmful nature of materials which some of the men handle in the processing of electrical insulating materials.

The illustration shows cutting operations in which mica sheets of varying thickness up to one sixteenth inch are sawed into shapes on high speed band saws. The customary guards on wheels and gears protect the workmen, but the saw itself must be clear and the work fed by hand. The only measure possible beyond ordinary safety practice is the constant training of workmen in extreme vigilance and adherence to standardized procedure of operations.

IN DALLAS—*as Throughout the Nation*

Progressive Business turns



VISIT DALLAS, enjoy the Greater Texas and Pan American Exposition. Among the many exhibits air conditioned by Carrier is the permanent building of the Texas Company, above.

to

Carrier

Air Conditioning



Map of Dallas shows 36 of Carrier's Installations

- 1. UPHORN CO.
- 2. TRADERS & GENERAL INSURANCE CO.
- 3. WALGREEN DRUG CO.
- 4. MOSSLER ACCEPTANCE COMPANY
- 5. WEBB'S WAFFLE HOUSE
- 6. BURT SHOE STORE
- 7. MYRON'S, INC.
- 8. SINGER SEWING MACHINE CO.
- 9. B & B CAFE
- 10. FENNER BEANE
- 11. ATKIN'S CAFE
- 12. GOLDEN PHEASANT RESTAURANT
- 13. PAUL'S, INC.
- 14. BAKER'S SHOE STORE
- 15. FRANKLIN'S, INC.
- 16. PALACE THEATRE
- 17. FLORSHEIM SHOE CO.
- 18. THOM MCAN SHOE STORE
- 19. OPERATING ROOMS—DR. E. H. CARY
- X. CARRIER CORPORATION
- 20. WALGREEN DRUG CO.
- 21. SHAW JEWELRY CO.
- 22. DALLAS POWER & LIGHT CO.
- 23. CONTINENTAL BLDG.
- 24. SKILLERN DRUG CO.
- 25. ZESMER'S SLIPPER SHOP
- 26. DREYFUSS & SONS
- 27. SKILLERN DRUG CO.
- 28. VOLK BROTHERS CO.
- 29. TOWER PETROLEUM BUILDING
- 30. WESTERN STATES GROCERY
- 31. GRAY'S JEWELRY CO.
- 32. TITCHE GOETTINGER COMPANY
- 33. R & R THEATRES
- 34. UNIVERSAL FILM EXCHANGE
- 35. R. K. O. DISTRIBUTING CORP.
- 36. PARAMOUNT PICTURES DISTRIBUTING CO.

WHEN you visit Dallas—notice the number of stores that attract shoppers with the promise "Cool and Comfortable—Carrier Air Conditioned." See how many fine restaurants and theatres have turned summer losses into profits by controlling outdoor heat and humidity.

Talk with industrial executives, learn how Carrier Air Conditioning has improved health and efficiency, and speeded up production. You'll find Dallas has gone Carrier!

It's the same wherever you go. In the East, the U. S. Capitol; Gimbel's, New York and Philadelphia. In the West, the Los Angeles Times; Chicago's Palmer House; the San Francisco Stock Exchange. At sea, the "Queen Mary" and "Normandie." Abroad, the Robinson Deep Mines, the Manchurian Railroad. And these are but a few of thousands of Carrier installations throughout 99 countries of the world.

Call your local Carrier representative today. Learn how true year 'round air conditioning can bring increased prosperity to your business.

Carrier Corporation, Desk 539, 850 Frelinghuysen Ave., Newark, N.J.
Please send me, without obligation, complete information on Carrier Air Conditioning for my store; office; factory; home.

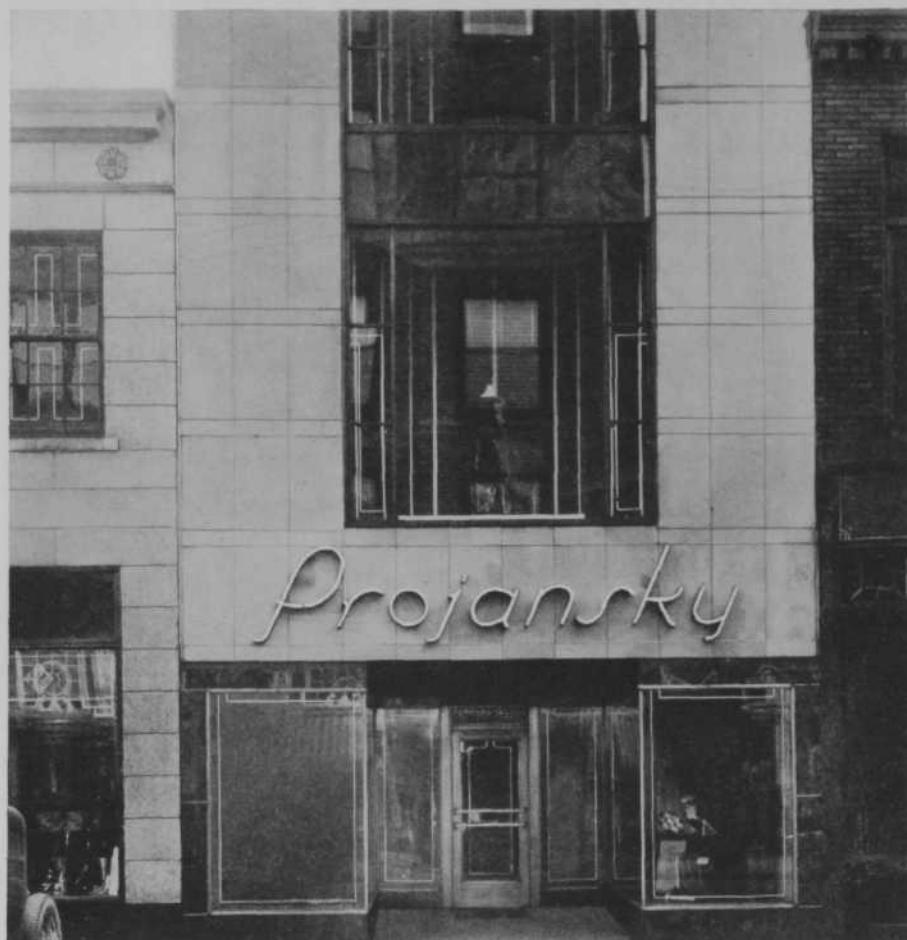
Name _____

Address _____

City _____

State _____

PROJANSKY, Rochester, New York—C. Storrs Barrows, ARCHITECT
Bronze work by Francis Metal Door & Window Corp., Rochester



For Store SALES APPEAL

ANACONDA BRONZE Storefronts Say "Come In" to Passersby—Give Permanent Service at Moderate Cost

RETAILERS everywhere are discovering that storefronts of Anaconda Bronze create an attractive "first impression," lending an air of distinction to the merchandise on display. In New York's fashionable shopping district 80% of the storefronts are Bronze. Whether on Fifth Avenue or the countless "Main Streets" of America, the distinctive beauty of Anaconda Bronze attracts and holds customers.

And Anaconda Bronze is as economical as it is suggestive of quality. Durable and abso-

lutely rustproof, it renders permanent service. Upkeep expense is negligible. For Bronze, easily cleaned, may be kept in its original state with only slight attention. Even when bronze work is neglected, cleaning and polishing quickly restore natural lustre.

The American Brass Company is the principal supplier of bronze, copper and nickel silver in the form of extruded shapes, drawn shapes, sheets, etc., as used in the construction of ornamental work of every description. 57263



Anaconda Copper & Brass

THE AMERICAN BRASS COMPANY, General Offices: WATERBURY, CONNECTICUT
Offices and Agencies in Principal Cities • In Canada: ANACONDA AMERICAN BRASS LTD., New Toronto, Ont.

Index of ADVERTISERS

September • 1937

	PAGE
A. P. W. Paper Company	116
Addressograph-Multigraph Corporation	67
Aluminum Company of America	58
American Automatic Electric Sales Co.	1-137
American Brass Company	136
American Cable Division of American Chain & Cable Co., Inc.	83
American Credit Indemnity Co. of N. Y.	123
American Insurance Company	86
American Telephone & Telegraph Co.	61
Association of American Railroads	85
Broderick & Bascom Rope Company	121
Brown, L. L., Paper Company	133
Budd, Edw. G., Mfg. Company	51
Burroughs Adding Machine Company	39-115
Carrier Corporation	135
Cast Iron Pipe Research Assn.	65
Caterpillar Tractor Company	72-73
Celotex Corporation, The	131
Chesapeake & Ohio Lines	109
Chicago Tribune	138
Coca-Cola Company	129
Commercial Investment Trust, Inc.	81
Crane & Company, Inc.	120
Cutter-Hammer, Incorporated	43
Cyclone Fence Company	122
Detex Watchclock Corporation	120
Dick, A. B., Company	14
Dictaphone Sales Corporation	107
duPont, E. I., deNemours & Co., Inc.	112
Ediphone, The, Thomas A. Edison, Inc.	87
Egry Register Company	119
Erie Railroad	111
Felt & Tarrant Mfg. Company	45
Frick Company	133
General Electric Company	3
Goodrich, B. F., Company	47
Goodyear Tire & Rubber Company	12
Household Finance Corporation	106
International Business Machines Corp.	69
International Harvester Company	4
International Nickel Company	97
Iron Fireman Mfg. Co.	11
Johns-Manville Corporation	93
Kimberly-Clark Corporation	127
Lamson Company, The	99
LaSalle Extension University	130
Lipzg Trade Fair, Inc.	104
Live Stock National Bank, The	124
Lumbermens Mutual Casualty Company	101
Marchant Calculating Machine Co.	90
Metropolitan Life Insurance Company	41
Miles Laboratories, Inc., Dr.	134
Minneapolis-Honeywell Regulator Co.	125
Mississippi Industrial Commission	117
Missouri-Kansas-Texas Lines	63
Monroe Calculating Machine Co.	6
Morrison, J. L.	121
Morse Chain Company	9
National Distillers Products Corporation	57-58 Cover
National Research & Statistical Service	130
Nation's Business	118
Nekoosa-Edwards Paper Company	113
Norfolk & Western Railway Company	7
Northwestern Mutual Life Ins. Co.	98
Outdoor Advertising Incorporated	2nd Cover
Page Fence Association	126
Prudential Insurance Company	127
Pullman Company, The	109
Rag Content Paper Manufacturers	95
Railway Express, Air Express Division	132
Remington Rand, Inc.	8-77
Republic Rubber Company	110
R. J. Reynolds Tobacco Company	4th Cover
Santa Fe Systems Lines	91
Schick Dry Shaver, Inc.	105
Stewart Iron Works Company, The	132
Strathmore Paper Company	103
Texas Company	2
Underwood Elliott Fisher Company	89
United States Beet Sugar Assn.	49
United States Steel Corporation	54-55
Westinghouse Electric & Mfg. Co.	10
Willard Hotel	130

P·A·X GETS THE ANSWER— IMMEDIATELY!

"I'll have
the figures
for you in
a moment"

The executive with a P-A-X telephone on his desk, literally has the entire organization at his finger tips! He never keeps a client waiting for essential facts and figures. Delays never cause him to lose a sale.

With P-A-X, a twist of the dial brings the executive an *instant* answer to every question. He gets information—gives orders—all in a moment's time, and *without once leaving his desk*. The tempo of the whole organization speeds up, with a cumulative saving in time and energy amounting to many hundreds of man-hours per year.

Do not confuse P-A-X with ordinary telephone systems. P-A-X is a privately-owned, *automatic*, interior communication system—on duty 24 hours a day—requiring no attention. It relieves your switchboard operator of all inside traffic—allows important outside calls to come through immediately. More than this, its special

services make it a complete system of executive control, now utilized by over 2000 varied business organizations to speed production and increase efficiency in every department. Write for descriptive literature. Address American Automatic Electric Sales Co., 1033 W. Van Buren Street, Chicago.

PRIVATE AUTOMATIC EXCHANGE

Combining Automatic Interior Telephones • Code Call
Conference Wire • Emergency Alarm • Executive Priority
Watchmen Checking • and other related services



A PRODUCT OF AUTOMATIC ELECTRIC COMPANY • CHICAGO

© 1937 American Automatic Electric Sales Co., Inc.



WHY THEATERS ARE SAFER

"**M**R. BLUEBEARD," advertised the producers, "is a delight for children." Parents and teachers agreed. Swarms of eager-eyed youngsters during the Christmas holidays fidgeted happily as a cast of 400 clowned, danced and sang their way through Chicago's liveliest show in years.

At the matinee on December 30, 1903, "Mr. Bluebeard" drew its largest crowd. A total of 1,900 persons, 200 more than the seating capacity, jammed the Iroquois theater from pit to gallery. More than half the audience consisted of children. Some of the overflow crowd was seated in the aisles. Some stood.

At 3:30 p. m., just as the orchestra struck up "Let Us Sing By the Pale Moonlight," a spurt of flame shot out from the bridge back stage. Many in the audience saw it but were not at first alarmed. Neither were the performers who continued their act as a property man tried to quench the flame.

In a few seconds scenery was ablaze. Almost at once the upper back stage was

solid flame. Players strove to reassure the audience.

Then someone back stage opened a door. The draft carried a sheet of flame across the footlights. The asbestos curtain was dropped but it jammed five feet from the floor.

Next morning, a horror-stricken city read on the front page of the Chicago Tribune nothing but the names of 571 dead and 350 injured in the Iroquois fire.

Twenty-four hours later the Tribune invited leading architects, engineers, contractors and fire insurance specialists to form a "Tribune Theater Commission." Its purpose was to investigate the safety of every Chicago theater, and "to make a report embodying what should be done to make a repetition of the Iroquois horror impossible."

Before the month was over, the Com-

mission had examined every Chicago playhouse. Its findings showed fire ordinance violations in every theater. At the same time the Commission drew up suggestions for a drastic reform of Chicago's building code.

Many of these suggestions were adopted immediately. They included such requirements as the presence of firemen at all theatrical performances; widening of aisles; installation of standpipes on both sides of the stage; independent lighting system for exits; abolition of standing room and temporary aisle seats.

Following Chicago's example, hundreds of other cities throughout the United States and in foreign countries incorporated many of the new provisions in their own codes.

This is a typical example of the practical way in which the Chicago Tribune advances and protects the interests of its community.

Aggressive devotion to the public welfare is one of the factors which make the Tribune Chicago's first newspaper and its most productive advertising medium.

Chicago Tribune
WORLD'S GREATEST NEWSPAPER

Proud of his Work... the master signed his name

BACK in the Gay Nineties, Victor Herbert first wrote songs that caught the popular fancy...songs that were destined to live...songs that you still hear today because of the genius that inspired them.

Likewise, an outstanding talent gave to the late Colonel E. H. Taylor, Jr. a fame far from transient. More than fifty years ago, he made a whiskey that won the regard of the most exacting critics—his fellow Kentuckians.

With pardonable pride, he named

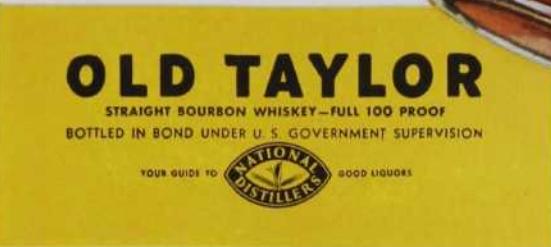
* * *

On the title sheets of "Kiss Me Again," "Ah, Sweet Mystery of Life" and other ageless songs from such ageless operas as "Babes in Toyland" and "Naughty Marietta," you will find the signature of . . .



this superb bourbon Old Taylor, and identified his work with the signature that read: "E.H.Taylor, Jr. & Sons."

We who have followed ask you to taste the Old Taylor of today. Look for the significant signature. We still retain it to identify a bourbon in every way worthy of its name.



NATIONAL DISTILLERS PRODUCTS CORP.
NEW YORK





SPRINGBOARD ACE. Jane Fauntz Manske says: "It's Camels for me! I smoke Camels and my digestion runs smoothly." The best of meals digests easier when you have an abundant flow of digestive fluids—alkaline digestive fluids. Smoking Camels encourages this flow.



THREE-TIME OLYMPIC WINNER in the high dive. Dorothy Poynton Hill, of Los Angeles, appreciates Camel's mildness. "As an athlete," she says, "I prefer Camels because they don't get on my nerves."

WHAT SOME OF AMERICA'S AQUATIC STARS SAY ABOUT SMOKING...



LENORE KIGHT WINGARD (left). She has broken 7 World's Records—16 Nat'l Records—in speed swimming. Lenore comments on smoking: "Camels are certainly mild. They never jangle my nerves. I think it is grand, after an exhausting swim, to get a 'lift' with a Camel."



HAROLD "DUTCH" SMITH, (right) who holds Olympic diving championships, says: "I've found great pleasure in Camels. I long ago discovered that a Camel restores my energy after a strenuous meet."



PETE DESJARDINS (left)—internationally famous diver—speaking: "Divers like a *mild* cigarette that doesn't upset their nerves. That's why I prefer Camels."



AQUAPLANE EXPERT. "I always think of smoking Camels and eating as going together," Miss Gloria Wheeden says. "I enjoy smoking Camels at mealtimes."

MILLIONS MORE FOR COSTLIER TOBACCOS!

Camels are made from finer, **MORE EXPENSIVE** TOBACCOS—Turkish and Domestic—than any other popular brand.



Copyright, 1957, R. J. Reynolds Tobacco Co., Winston-Salem, N. C.

FOR DIGESTION'S SAKE — SMOKE CAMELS